

**MAIL TO:**

STATE OF UTAH  
 DIVISION OF PURCHASING  
 3150 STATE OFFICE BUILDING, STATE CAPITOL  
 P.O. BOX 141061  
 SALT LAKE CITY, UTAH 84114-1061  
 TELEPHONE (801) 538-3026  
<http://purchasing.utah.gov>

**Request for Proposal**Solicitation Number: **RM4047**Due Date: **11/18/03 at 3:00 P.M.**

Date Sent: October 29, 2003

**Agency Contract**

Goods and services to be  
 purchased:

**CONTRACT FOR TRAINING AND CERTIFICATIONS TESTING****Please complete**

Company Name		Federal Tax Identification Number	
Ordering Address	City	State	Zip Code
Remittance Address (if different from ordering address)	City	State	Zip Code
Type <input type="checkbox"/> Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Proprietorship <input type="checkbox"/> Government	Company Contact Person		
Telephone Number (include area code)	Fax Number (include area code)		
Company's Internet Web Address	Email Address		
Discount Terms (for bid purposes, bid discounts less than 30 days will not be considered)	Days Required for Delivery After Receipt of Order (see attached for any required minimums)		
<p>The following documents are included in this solicitation: Solicitation forms, instructions and general provisions, and specifications. <u>Please review all documents carefully before completing.</u></p> <p>The undersigned certifies that the goods or services offered are produced, mined, grown, manufactured, or performed in Utah. Yes ____ No _____. If no, enter where produced, etc. _____</p>			
Offeror's Authorized Representative's Signature		Date	
Type or Print Name		Position or Title	

**STATE OF UTAH  
DIVISION OF PURCHASING**

**Request for Proposal**

Solicitation Number: RM4047

Due Date: 11/18/03

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**Vendor Name:**

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CONTRACT FOR TRAINING AND CERTIFICATIONS TESTING WHICH WILL BE INCORPORATED IN THE "ENTERPRISE" CAREER MANAGEMENT SYSTEM DELIVERED TO DEPARTMENT OF WORKFORCE SERVICES SUPERVISORS AND LINE STAFF THROUGHOUT THE DEPARTMENT PER ATTACHED RFP.

THERE WILL BE A PRE-PROPOSAL CONFERENCE ON NOVEMBER 6, 2003 AT 9:00 A.M. AT DEPARTMENT OF WORKFORCE SERVICES, ADMINISTRATION SOUTH, 1385 SOUTH STATE STREET, SALT LAKE CITY, UT 84111.

**QUESTIONS ON SPECIFICATIONS CALL GILLIAN JOHNS-YOUNG AT (801) 526-9418.**

QUESTIONS ON PURCHASING PROCESS (NOT RELATED TO SPECIFICATIONS) CALL ROSELLE MILLER AT (801) 538-3232.

RX: 600 41000000044

COMMODITY CODE: 91838

## REQUEST FOR PROPOSAL - INSTRUCTIONS AND GENERAL PROVISIONS

**1. PROPOSAL PREPARATION:** (a) All prices and notations must be in ink or typewritten. (b) Price each item separately. Unit price shall be shown and a total price shall be entered for each item bid. (c) Unit price will govern, if there is an error in the extension. (d) Delivery time of services and products as proposed is critical and must be adhered to. (e) All products are to be of new, unused condition, unless otherwise requested in this solicitation. (f) Incomplete proposals may be rejected. (g) This proposal may not be withdrawn for a period of 60 days from the due date. (h) Where applicable, all proposals must include complete manufacturer's descriptive literature. (i) By signing the proposal the offeror certifies that all of the information provided is accurate, that they are willing and able to furnish the item(s) specified, and that prices offered are correct.

**2. SUBMITTING THE PROPOSAL:** (a) The proposal must be signed in ink, sealed, and if mailed, mailed in a properly-addressed envelope to the DIVISION OF PURCHASING, 3150 State Office Building, Capitol Hill, Salt Lake City, UT 84114-1061. **The "Solicitation Number" and "Due Date" must appear on the outside of the envelope.** (b) Proposals, modifications, or corrections received after the closing time on the "Due Date" will be considered late and handled in accordance with the Utah Procurement Rules, section 3-209. (c) **Your proposal will be considered only if it is submitted on the forms provided by the state. Facsimile transmission of proposals to DIVISION will not be considered.** (d) All prices quoted must be both F.O.B. Origin per paragraph 1.(c) and F.O.B. Destination. Additional charges including but not limited to delivery, drayage, express, parcel post, packing, cartage, insurance, license fees, permits, costs of bonds, or for any other purpose must be included in the proposal for consideration and approval by the Division of Purchasing & General Services (DIVISION). Upon award of the contract, the shipping terms will be F.O.B. Destination, Freight Prepaid with freight charges to be added to the invoice unless otherwise specified by the DIVISION. No charge for delivery, drayage, express, parcel post, packing, cartage, insurance, license fees, permits, costs of bonds, or for any other purpose will be paid by the state unless specifically included in the proposal and accepted by DIVISION. (e) By signing the proposal the offeror certifies that all of the information provided is accurate and that he/she offers to furnish materials/services for purchase in strict accordance with the requirements of this proposal including all terms and conditions.

**3. SOLICITATION AMENDMENTS:** All changes to this solicitation will be made through written addendum only. Bidders are cautioned not to consider verbal modifications.

**4. PROPRIETARY INFORMATION:** Suppliers are required to mark any specific information contained in their bid which is not to be disclosed to the public or used for purposes other than the evaluation of the bid. Each request for non-disclosure must be accompanied by a specific justification explaining why the information is to be protected. Pricing and service elements of any proposal will not be considered proprietary. All material becomes the property of the state and may be returned only at the state's option. Proposals submitted may be reviewed and evaluated by any persons at the discretion of the state.

**5. BEST AND FINAL OFFERS:** Discussions may be conducted with offerors who submit proposals determined to be reasonably susceptible of being selected for award for the purpose of assuring full understanding of, and responsiveness to, solicitation requirements. Prior to award, these offerors may be asked to submit best and final offers. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by a competing offeror.

**6. SAMPLES:** Samples, brochures, etc., when required, must be furnished free of expense to the state and if not destroyed by tests may, upon request made at the time the sample is furnished, be returned at the offeror's expense.

**7. DIVISION APPROVAL:** Contracts written with the State of Utah, as a result of this proposal, will not be legally binding without the written

approval of the Director of the DIVISION.

**8. AWARD OF CONTRACT:** (a) The contract will be awarded with reasonable promptness, by written notice, to the lowest responsible offeror whose proposal is determined to be the most advantageous to the state, taking into consideration price and evaluation factors set forth in the RFP. No other factors or criteria will be used in the evaluation. The contract file shall contain the basis on which the award is made. Refer to Utah Code Annotated 65-56-21. (b) The DIVISION can reject any and all proposals. And it can waive any informality, or technicality in any proposal received, if the DIVISION believes it would serve the best interests of the state. (c) Before, or after, the award of a contract the DIVISION has the right to inspect the offeror's premises and all business records to determine the offeror's ability to meet contract requirements. (d) The DIVISION will open proposals publicly, identifying only the names of the offerors. Proposals and modifications shall be time stamped upon receipt and held in a secure place until the due date. After the due date, a **register** of proposals shall be established. The **register** shall be open to public inspection, but the proposals will be seen only by authorized DIVISION staff and those selected by DIVISION to evaluate the proposals. The proposal(s) of the successful offeror(s) shall be open for public inspection for 90 days after the award of the contract(s). (e) Utah has a reciprocal preference law which will be applied against bidders bidding products or services produced in states which discriminate against Utah products. For details see Section 63-56 20.5 -20.6, Utah Code Annotated.

**9. ANTI-DISCRIMINATION ACT:** The offeror agrees to abide by the provisions of the Utah Anti-discrimination Act, Title 34 Chapter 35, U.C.A. 1953, as amended, and Title VI and Title VII of the Civil Rights Act of 1964 (42 USC 2000e), which prohibit discrimination against any employee or applicant for employment, or any applicant or recipient of services, on the basis of race, religion, color, or national origin; and further agrees to abide by Executive Order No. 11246, as amended, which prohibits discrimination on the basis of sex; 45 CFR 90 which prohibits discrimination on the basis of age, and Section 504 of the Rehabilitation Act of 1973 or the Americans with Disabilities Act of 1990, which prohibits discrimination on the basis of disabilities. Also offeror agrees to abide by Utah's Executive Order, dated March 17, 1993, which prohibits sexual harassment in the workplace. Vendor must include this provision in every subcontract or purchase order relating to purchases by the State of Utah to insure that the subcontractors and vendors are bound by this provision.

**10. WARRANTY:** The contractor agrees to warrant and assume responsibility for all products (including hardware, firmware, and/or software products) that it licenses, contracts, or sells to the State of Utah under this contract for a period of one year, unless otherwise specified and mutually agreed upon elsewhere in this contract. The contractor (seller) acknowledges that all warranties granted to the buyer by the Uniform Commercial Code of the State of Utah applies to this contract. Product liability disclaimers and/or warranty disclaimers from the seller are not applicable to this contract unless otherwise specified and mutually agreed upon elsewhere in this contract. In general, the contractor warrants that: (1) the product will do what the salesperson said it would do, (2) the product will live up to all specific claims that the manufacturer makes in their advertisements, (3) the product will be suitable for the ordinary purposes for which such product is used, (4) the product will be suitable for any special purposes that the State has relied on the contractor's skill or judgement to consider when it advised the State about the product, (5) the product has been properly designed and manufactured, and (6) the product is free of significant defects or unusual problems about which the State has not been warned. Remedies available to the State include the following: The contractor will repair or replace (at no charge to the State) the product whose nonconformance is discovered and made known to the contractor in writing. If the repaired and/or replaced product proves to be inadequate, or fails of its essential purpose, the contractor will refund the full amount of any payments that have been made. Nothing in this warranty will be construed to limit any rights or remedies the State of Utah may otherwise have under this contract.

**11. DEBARMENT:** The CONTRACTOR certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared

ineligible, or voluntarily excluded from participation in this transaction (contract) by any governmental department or agency. If the CONTRACTOR cannot certify this statement, attach a written explanation for review by the STATE.

**12. GOVERNING LAWS AND REGULATIONS:** All State purchases are subject to the Utah Procurement Code, Title 63, Chapter 56 Utah Code Annotated 1953, as amended, and the Procurement Rules as adopted by the Utah State Procurement Policy Board (Utah Administrative Code Section R33). These are available on the Internet at [www.purchasing.utah.gov](http://www.purchasing.utah.gov).

(Revision 14 Mar 2003 - RFP Instructions)

**Request for Proposal (RFP)**  
**Utah State Department of Workforce Services**  
**Training and Certification**

**PURPOSE**

This Request for Proposal seeks to receive responses from companies, firms, or individuals, with credentialed experience and expertise in developing and implementing employee training and certification testing modules. The training and certification testing will be incorporated in the "Enterprise" Career Management System and delivered to the Department's Supervisors and line staff in various divisions and regions throughout the Department, see Attachment G.

This RFP is designed to provide interested Offerors with sufficient basic information to submit proposals meeting minimum requirements, but is not intended to limit a proposal's content or exclude any relevant or essential data. Offerors are at liberty and are encouraged to expand upon the specifications to evidence services capability under any agreement.

**ISSUING OFFICE AND RFP REFERENCE NUMBER**

The State of Utah Division of Purchasing is the issuing office for this document and all subsequent addenda relating to it, on behalf of the Department of Workforce Services, hereafter known as the Department. The reference number for the transaction is Solicitation # RM4047. This number must be referred to on all proposals, correspondence, and documentation relating to the RFP.

**SUBMITTING YOUR PROPOSAL**

One original and seven (7) identical copies of your proposal must be received at the State of Utah Division of Purchasing, 3150 State Office Building, Capitol Hill, Salt Lake City, Utah 84114, prior to the closing date and time specified. Proposals received after the deadline will be late and ineligible for consideration.

**LENGTH OF CONTRACT**

It is anticipated that this RFP may result in a single award. The Contract resulting from this RFP will be for a period of one year with three (3) one-year renewals at the State's discretion and by mutual agreement.

**STANDARD CONTRACT TERMS AND CONDITIONS**

Any contract resulting from this RFP will include the State's standard terms and conditions, Attachment A.

Other terms and conditions of the RFP are:

Attachment B- Department's Terms and Conditions

Attachment C- Information Disclosure

**DISCUSSIONS WITH OFFERORS (ORAL PRESENTATION)**

An oral presentation by an Offeror to clarify a proposal may be required at the sole discretion of the State. However, the State may award a contract based on the initial proposals received without discussion with the Offeror. If oral presentations are required, they will be scheduled after the submission of proposals. Oral presentations will be made at the Offeror's expense.

**PRE-PROPOSAL CONFERENCE:**

A pre-proposal conference will be held on November 6, 2003 at 9:00 a.m. Administration South, 1385 S. State St., Salt Lake City, UT 84111. Pre-submitted questions will be answered that day. Any

additional questions must be submitted by November 7, 2003 at close of business, Mountain Standard Time.

All responses to the questions will be released as an addendum to the Request for Proposal (RFP). All questions should be submitted in writing to Gillian Johns-Young Department of Workforce Services P.O. Box 45249 Salt Lake City, UT 84145-0249, email: [gjohnsyoung@utah.gov](mailto:gjohnsyoung@utah.gov).

### SCHEDULE OF EVENTS

Pre-proposal conference	November 6, 2003
Final Submission of questions	November 7, 2003 end of business day MST
RFP Closes	November 18, 2003 3:00 p.m. MST
Evaluation of the RFP	November 26, 2003
Contract commencing	December 5, 2003
Initial report and analysis to	December 22, 2003
Department experts	
Final action plan and deliverable plan	January 20, 2004

### PROPRIETARY INFORMATION

The proposal of the successful Offeror(s) becomes public information. Proprietary information can be protected under limited circumstances such as client lists and non-public financial statements. Pricing and service elements are not considered proprietary. An entire proposal may not be marked as proprietary. Offerors must clearly identify in the Executive Summary and mark in the body of the proposal any specific proprietary information they are requesting to be protected. The Executive Summary must contain specific justification explaining why the information is to be protected. Proposals may be reviewed and evaluated by any person at the discretion of the State. All materials submitted become the property of the State of Utah and may be returned only at the State's option.

### SCOPE OF WORK

#### A. General Information:

Department employees with the classifications of Supervisor and Workforce Specialist I and II, in Eligibility, Employment, Business, and Unemployment Insurance Services are required to understand and apply complex policies and procedures consistent with many state and federal programs administered by the Department. Currently, the Department does not have a formalized process that verifies its employees' knowledge, skills, and abilities. The Department is committed to providing the highest level of service in the most accurate and consistent way possible. In addition, there is no formalized process to allow employees the opportunity to demonstrate their mastery of critical competencies and be recognized for their expertise or identified as needing remediation. The Department envisions a complete system of career management. The components of this system are:

- Certification
- Employee Assessment and Gap Analysis
- Training
- Succession Management

One model will be tailored for supervisors and will include both leadership and technical core competency components. Supervisors will be expected to complete certification testing within one year of their promotion date. The other model will focus on the core competency components required of front line jobs classified as Workforce Specialist I and II with the working titles of Employment Counselor, Eligibility Specialist, Business Consultant, Information Specialist, and UI Claims Specialist. Most front line positions have a one-year probationary period and

certification would be required prior to employees moving into a merit position. Incumbents in each of the identified job classifications will also be required to certify.

B. Location Of Clientele :

The Employment Centers, Regional Centers, Eligibility Center and Administration Offices throughout the State can be a resource for research, see Map Attachment F.

C. Departments Objectives For The Contractor:

i. Training Curriculum Evaluation/Development

**Overview**

Utilize the Department's "Critical Competencies" for Supervisors (see Attachment G, Training Needs Analysis) to evaluate the Department's existing leadership curriculum for effectiveness and applicability. Recommendations for improving current training programs are to be developed and delivered to the Department. Recommendations may include products designed and produced for the Department, or "off-the-shelf" products. Further, the most important tasks and competencies for the Employment, Eligibility, Business and Unemployment Insurance (UI) Benefits Services supervisory "technical skills" component are to be identified and curriculum developed to teach those skills.

Additionally, existing job descriptions, performance plans, edit processes, and core curriculum for Workforce Specialists I and II with the working titles of Employment Counselor, Eligibility Specialist, Business Consultant, Information Specialist and UI Claims Specialist are to be researched to identify critical skills sets on which to base certification testing criteria and the core curriculum evaluated to ensure it sufficiently supports the learning of the critical competencies. If segments of the existing core curriculum are found to be not effective or applicable, products designed for improvement of current training programs are to be developed and delivered to the Department.

**The components of the Training Needs Analysis will be as follows:**

- The Department has identified some of the tasks and competencies for Department Supervisors, Lead Workers, and Workforce Specialists I and II with working titles of Employment Counselor, Eligibility Specialist, Business Consultant, Information Specialist, and UI Claims Specialist.
- The competencies identified through the Training Needs Analysis will help define the certification tests' subject domains, as well as their breadth and importance, guiding respectively the appropriate number of questions and weightings for given competency domains.
- The successful Offeror will also develop an Individual Needs Analysis based on the positional needs analysis that will allow individuals and supervisors to assess the degree of competency mastery for each individual which may help determine individual training needs before certification testing.
- The assessment tool should include an identification of systemic weaknesses, individual training needs, and a prioritization of those needs. The following should be considered during the development of the tool:
  - 1) Research of existing concepts such as the Core Training Model, Service Delivery Design, and Performance Evaluation Systems
  - 2) Research of existing training curriculum including leadership modules
  - 3) Research Department's technical requirements and make recommendations for effective administration, scoring, and recording of Certification Testing
  - 4) Conduct workplace observations of Department employees
  - 5) Conduct interviews with Department employees
  - 6) Develop and capture data from questionnaires for Department employees
  - 7) The job analysis portion of the Training Needs Analysis will take advantage of prior job analysis work conducted by Department on the positions in question

- a) Prior job analyses of both employment supervisor and employment counselor positions were conducted in order to build structured interviews for selection into those positions. As such, a list of tasks and competencies were identified for each, as well as identification of the most important competencies.
- b) Competencies identified during the Training Retreat and included in the Strategic Training Plan

The solution will tie into Department's overall Career Management System, including the delivery system developed by WIT. The Training Needs Analysis will also complement other Career Management System functions such as Succession Planning (including the Departmental performance evaluation domains of "core duties" and "professional development").

The solution will NOT include a computer platform for administration or data storage. Instead, content will be developed (e.g., questions, response options, scoring keys, etc.) in a standard word processing format (e.g., Microsoft Word). Additionally, descriptions of product design and delivery will be of sufficient detail that the Department can implement and maintain the product without ongoing assistance.

## ii. Certification Testing Development –

### **Overview**

The solution, developed in conjunction with Department subject matter experts who will utilize, review and approve proposed certification tests, will provide functional-based tests that measure and certify skill attainment and competency of critical leadership and technical skills of Supervisors and skill sets for Lead Workers, and Workforce Specialists I and II with the working titles of Employment Counselor, Eligibility Specialist, Business Consultant, Information Specialist, and UI Claims Specialist. Three components of the Certification Module have been identified for development and delivery:

- A Certification Testing System that measures the level of competency of DWS Supervisors, Lead Workers, Workforce Specialists I and II, with the working titles of Employment Counselor, Eligibility Specialist, Business Consultant, and UI Claims Specialist must be developed see Attachment I, Number of Incumbents in each Job Title. The process for implementing the before mentioned system must also be described with sufficient detail so the Department may efficiently put the product into service and maintain the product without ongoing assistance.
- Develop an updateable and scalable Certification Testing System that assesses the level of skill of each job function listed above and gauges employee progress as well as assesses and documents the need for remediation. The system must also be capable of including specific profiles (i.e., necessary skills) in various domains and will need to include provisions for ensuring perpetual usability.
- Develop functional-based tests to measure and certify skill attainment and competency of critical leadership and technical skills of Supervisors and skill sets for each of the other job functions.

### **Certification Testing Development Constraints**

- Department subject matter experts will be utilized to review and approve developed certification tests.
- Pilot testing to ensure appropriateness of content, length, and testing modality will be included in the final product.
- Vendor will provide a description of how the development of Certification Testing will proceed and how the following required elements will be incorporated:
  - a. The Department's Core Curriculum Training Modules and System
  - b. Identified skill sets specific to job functions
  - c. Input from the Department's subject matter experts
  - d. Use of professionally accepted testing procedures to ensure validity and reliability; e.g., Item Response Theory and Classic Psychometric Test Theory
  - e. Procedures to be used to ensure security and confidentiality



- f. Professional testing and test development standards such as American Psychological Association (APA), Equal Employment Opportunity Commission (EEOC), American Educational Research Association (AERA), and Society for Industrial and Organizational Psychology (SIOP)
  - g. Utilization of standard assessment tools, i.e., AICC, SCORM, and Chi Test tracker
  - h. Limitless tests and questions to ensure individual responses without outside influence (interactive Web testing)
  - i. Standardized and objective scoring mechanisms that result in the following profiles:
    - 1) Knowledge and skill domains that have been mastered by each examinee using a pass/fail cut score
    - 2) Knowledge and skill domains that do not pass certification requirements and require remediation
  - j. Adhere to guidelines of test development and provide necessary documentation that tests are reliable, fair, valid, and do not result in adverse impact on protected groups
- Vendor will provide a description of how Certification Testing will be implemented, focusing on the following:
    - a. Training for staff in the administration of Certification Testing
    - b. Personnel resources required for administration, tracking, and maintenance
    - c. Procedures for testing and piloting Certification Testing
    - d. Automated scoring and tracking methods
    - e. Limitless tests and testing questions to facilitate test security and prevent practice effects
    - f. Timeline for developing and administering Needs Analysis and Certification Testing for approximately 1200 employee
    - g. How the product will be compliant with standard assessment tools (AICC, SCORM, Chi Test tracker)
    - h. How employees can access information via RoboInfo's RoboHelp and RoboInfo information delivery systems from product
    - i. How vendor will partner with the Department's Information Technology Division to ensure products comply with system specifications defined by DWS WIT representatives

### **Certification Testing Product Constraints**

Vendor will provide methodology and recommendations for delivery that will be used to ensure testing is conducted in a secure and confidential environment.

All system requirements in all modules must be compatible with proposed and existing administration, scoring, tracking, and delivery systems, i.e., Intranet, LMS, TRM, and other systems.

The Department's existing curriculum will be used as the foundation for each Certification Testing Module. If segments of the existing core curriculum are found to be not effective or applicable, products designed for improvement of current training programs are to be developed and delivered to the Department.

Define how developed Certification Testing will measure competencies of current employees and ensure new employees possess the level of mastery required to successfully pass their probationary period or, for Supervisors, within one year of becoming a Supervisor.

Certification process must test not only an individual's level of knowledge, but also their ability to apply that knowledge.

Provide information on how feedback from employees and/or Information Technology staff will be used to modify testing content or modality after a pilot of the testing has been completed and how modification will be implemented.

The Training and Certification Testing products will need to complement other Career Management System functions such as Needs Assessment and Succession Management (including the Departmental performance evaluation domains of “core duties” and “professional development”).

#### PROPOSAL REQUIREMENTS AND COMPANY QUALIFICATIONS

- Certified copy of certificate of incorporation or other duly issued authorization to do business
- Name and address of corporate officers or partners
- Statement that attached Proposal meets all requirements of the RFP
- Statement that the Respondent agrees to all Standard Terms and Conditions of a Department of Workforce Services Contract and to all applicable legal requirements including required liability insurance.

#### PROPOSAL RESPONSE FORMAT

All Proposals Must Be Organized And Tabbed With Labels For The Following Headings:

**RFP Form.** The state’s request for proposal form completed and signed.

**Executive Summary.** The one or two page executive summary is to briefly describe the Offeror's proposal. This summary should highlight the major features of the proposal. It must indicate any requirements that cannot be met by the Offeror. The reader should be able to determine the essence of the proposal by reading the executive summary. Proprietary information requests should be identified in this section. Provide background company information.

**Detailed Response.** This section should constitute the major portion of the proposal and must contain at least the following information:

- A complete narrative of the Offeror's assessment of the work to be performed, the Offeror’s ability and approach, and the resources necessary to fulfill the requirements. Offeror must describe the communication and resource pathways they will employ to allow success for the Department and it’s employees. This should demonstrate the Offeror's understanding of the desired overall performance expectations and how they would anticipate these performance expectations to be measured and monitored.
- A specific point-by-point response to each requirement in the RFP.

**Cost Proposal:** A cost evaluation will be done; the lowest, qualified respondent will receive the highest evaluation for cost. The response must detail a total price for the proposed services. Any options to the services must be detailed separately.

#### PROPOSAL EVALUATION CRITERIA:

A committee will evaluate proposals against the following weighted criteria. Each area of the evaluation criteria must be addressed in detail in proposal.

<u>WEIGHT</u>	<u>EVALUATION CRITERIA</u>
20%	The respondent detailed how the specific program offered will integrate into a functioning and integrated usable system within the time constraint. (See Detailed Response i & ii).
15%	Demonstrated ability to meet the scope of work including deliverables and meeting all deadlines (See Detailed Response i & ii).
20%	Demonstrated technical capability (proven track record). Describe if this service has been delivered previously.
10%	Qualification and expertise of staff proposed for this project.

5%	Performance references for similar projects. References with companies and state, city, county and federal governmental agencies.
30%	Cost
100%	Total

## ATTACHMENT A: STANDARD TERMS AND CONDITIONS

1. **AUTHORITY:** Provisions of this contract are pursuant to the authority set forth in 63-56, Utah Code Annotated, 1953, as amended, Utah State Procurement Rules (Utah Administrative Code Section R33), and related statutes which permit the STATE to purchase certain specified services, and other approved purchases for the STATE.
2. **CONTRACT JURISDICTION, CHOICE OF LAW, AND VENUE:** The provisions of this contract shall be governed by the laws of the State of Utah. The parties will submit to the jurisdiction of the courts of the State of Utah for any dispute arising out of this Contract or the breach thereof. Venue shall be in Salt Lake City, in the Third Judicial District Court for Salt Lake County.
3. **LAWS AND REGULATIONS:** Any and all supplies, services and equipment furnished will comply fully with all applicable Federal and State laws and regulations.
4. **RECORDS ADMINISTRATION:** The CONTRACTOR shall maintain, or supervise the maintenance of all records necessary to properly account for the payments made to the CONTRACTOR for costs authorized by this contract. These records shall be retained by the CONTRACTOR for at least four years after the contract terminates, or until all audits initiated within the four years, have been completed, whichever is later. The CONTRACTOR agrees to allow STATE and Federal auditors, and STATE Agency Staff, access to all the records to this contract, for audit and inspection, and monitoring of services. Such access will be during normal business hours, or by appointment.
5. **CONFLICT OF INTEREST:** CONTRACTOR represents that none of its officers or employees are officers or employees of the State of Utah, unless disclosure has been made in accordance with 67-16-8, Utah Code Annotated, 1953, as amended.
6. **CONTRACTOR, AN INDEPENDENT CONTRACTOR:** The CONTRACTOR shall be an independent contractor, and as such, shall have no authorization, express or implied, to bind the STATE to any agreements, settlements, liability, or understanding whatsoever, and agrees not to perform any acts as agent for the STATE, except as herein expressly set forth. Compensation stated herein shall be the total amount payable to the CONTRACTOR by the STATE. The CONTRACTOR shall be responsible for the payment of all income tax and social security amounts due as a result of payments received from the STATE for these contract services. Persons employed by the STATE and acting under the direction of the STATE shall not be deemed to be employees or agents of the CONTRACTOR.
7. **INDEMNITY CLAUSE:** The CONTRACTOR agrees to indemnify, save harmless, and release the STATE OF UTAH, and all its officers, agents, volunteers, and employees from and against any and all loss, damages, injury, liability, suits, and proceedings arising out of the performance of this contract which are caused in whole or in part by the negligence of the CONTRACTOR'S officers, agents, volunteers, or employees, but not for claims arising from the State's sole negligence.
8. **EQUAL OPPORTUNITY CLAUSE:** The CONTRACTOR agrees to abide by the provisions of Title VI and VII of the Civil Rights Act of 1964 (42USC 2000e) which prohibits discrimination against any employee or applicant for employment or any applicant or recipient of services, on the basis of race, religion, color, or national origin; and further agrees to abide by Executive Order No. 11246, as amended, which prohibits discrimination on the basis of sex; 45 CFR 90 which prohibits discrimination on the basis of age; and Section 504 of the Rehabilitation Act of 1973, or the Americans with Disabilities Act of 1990 which prohibits discrimination on the basis of disabilities. Also, the CONTRACTOR agrees to abide by Utah's Executive Order, dated March 17, 1993, which prohibits sexual harassment in the work place.
9. **SEPARABILITY CLAUSE:** A declaration by any court, or any other binding legal source, that any provision of this contract is illegal and void shall not affect the legality and enforceability of any other provision of this contract, unless the provisions are mutually dependent.
10. **RENEGOTIATION OR MODIFICATIONS:** This contract may be amended, modified, or supplemented only by written amendment to the contract, executed by the parties hereto, and attached to the original signed copy of the contract.
11. **DEBARMENT:** The CONTRACTOR certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction (contract), by any governmental department or agency. If the CONTRACTOR cannot certify this statement, attach a written explanation for review by the STATE.
12. **TERMINATION:** Unless otherwise stated in the Special Terms and Conditions, this contract may be terminated, with cause by either party, in advance of the specified termination date, upon written notice being given by the other party. The party in violation will be given ten (10) working days after notification to correct and cease the violations, after which the contract may be terminated for cause. This contract may be terminated without cause, in advance of the specified expiration date, by either party, upon 90 days prior written notice being given the other party. On termination of this contract, all accounts and payments will be processed according to the financial arrangements set forth herein for approved services rendered to date of termination.

13. **SALES TAX EXEMPTION:** The State of Utah's sales and use tax exemption number is E33399. The tangible personal property or services being purchased are being paid from State funds and used in the exercise of that entity's essential functions. If the items being purchased are construction materials, they will be converted into real property by employees of this government entity, unless otherwise stated in the contract.
14. **WARRANTY:** The contractor agrees to warrant and assume responsibility for all products (including hardware, firmware, and/or software products) that it licenses, contracts, or sells to the State of Utah under this contract for a period of one year, unless otherwise specified and mutually agreed upon elsewhere in this contract. The contractor (seller) acknowledges that all warranties granted to the buyer by the Uniform Commercial Code of the State of Utah apply to this contract. Product liability disclaimers and/or warranty disclaimers from the seller are not applicable to this contract unless otherwise specified and mutually agreed upon elsewhere in this contract. In general, the contractor warrants that: (1) the product will do what the salesperson said it would do, (2) the product will live up to all specific claims that the manufacturer makes in their advertisements, (3) the product will be suitable for the ordinary purposes for which such product is used, (4) the product will be suitable for any special purposes that the State has relied on the contractor's skill or judgement to consider when it advised the State about the product, (5) the product has been properly designed and manufactured, and (6) the product is free of significant defects or unusual problems about which the State has not been warned. Remedies available to the State include the following: The contractor will repair or replace (at no charge to the State) the product whose nonconformance is discovered and made known to the contractor in writing. If the repaired and/or replaced product proves to be inadequate, or fails of its essential purpose, the contractor will refund the full amount of any payments that have been made. Nothing in this warranty will be construed to limit any rights or remedies the State of Utah may otherwise have under this contract.
15. **PUBLIC INFORMATION:** Contractor agrees that the contract will be a public document, as to distribution of copies, and Contractor gives the STATE express permission to make copies of the contract and/or of the response to the solicitation in accordance with the State of Utah Government Records Access and Management Act. The permission to make copies as noted will take precedence over any statements of confidentiality, proprietary information, copyright information, or similar notation.

(Revision date: Apr 24, 2002)

**ATTACHMENT B**  
**ADDITIONAL DEPARTMENT OF WORKFORCE SERVICES**  
**STANDARD TERMS AND CONDITIONS**

1. **CONFLICT OF INTEREST:** The CONTRACTOR certifies, through the execution of the contract, that no person in its and the DEPARTMENT's employment, directly or through subcontract, will receive any private financial interest, direct or indirect, in the contract. The CONTRACTOR will not hire or subcontract with any person having such conflicting interest.
2. **INDEPENDENT CONTRACTOR:** CONTRACTOR acknowledges by signing this contract that no Social Security, Federal, or State taxes will be withheld from payments under this Contract. However, payments under this contract may be taxable and an information return (IRS Form 1099) showing total contract payments made during the year will be sent to all contractors and to the Internal Revenue Services.
3. **INSURANCE CLAUSE:** The CONTRACTOR agrees to provide and to maintain during the performance of the contract, at its sole expense, a policy of liability insurance naming the CONTRACTOR and the State of Utah as insured parties under the policy. Such insurance shall be amended to indicate that it is the primary coverage and not a contributing coverage for the DEPARTMENT. The limits of the policy shall be no less than \$500,000.00 for each occurrence and \$1,000,000.00 aggregate.
4. **RENEGOTIATION OR MODIFICATIONS:** No claim for services furnished by the CONTRACTOR not specifically authorized by this Contract will be allowed by the DEPARTMENT.
5. **ALLOWABLE COSTS AND PAYMENTS:** Payments to the CONTRACTOR shall be made by the DEPARTMENT after receipt of a monthly invoice submitted by the CONTRACTOR.
6. **REDUCTION OF FUNDS:** (*N/A to Open-Ended Contracts*): The maximum amount authorized by this contract shall be reduced or contract terminated if required by Federal/State law, regulation, or action or there is significant under utilization of funds, provided the CONTRACTOR shall be reimbursed for all services performed in accordance with this contract prior to date of reduction or termination. If funds are reduced, there will be a comparable reduction in amount of services to be given by the CONTRACTOR. The DEPARTMENT will give the CONTRACTOR thirty (30) days notice of reduction.
7. **CITING DEPARTMENT IN ADVERTISING:** The CONTRACTOR agrees to give credit to the Department of Workforce Services for funding in all written and verbal advertising or discussion of this program such as brochures, flyers, informational materials, talk shows, etc. All formal advertising or public information programs will be coordinated with Public Information Officer for the Department.
8. **DRUG-FREE WORKPLACE:** The CONTRACTOR understands that the Department provides a drug-free workplace in accordance with all federal and state laws and regulations. The CONTRACTOR agrees to abide by the Department's drug-free workplace policies while on Department premises.
9. **TERMINATION (FUND-OUT):** The CONTRACTOR acknowledges that DEPARTMENT cannot contract for the payment of funds not yet provided by the Federal Government or appropriated by the Utah State Legislature and the Department cannot guarantee funding under this contract since it may be altered by an act of the Federal Government or the Utah State Legislature occurring before the expiration of this contract. Therefore, in the event that Department fails to receive appropriations then the Department may, by giving at least 60 days advance written notice, terminate this contract. DEPARTMENT will reimburse CONTRACTOR for services performed up through the date of cancellation.
10. **CONTRACTOR ASSIGNMENT:** Notwithstanding the DEPARTMENT's right to assign the rights or duties hereunder, the CONTRACTOR agrees and understands that this contract is based on the reputation of the CONTRACTOR, and this contract may not be assigned by the CONTRACTOR without the written consent of the DEPARTMENT. Any attempted assignment by the CONTRACTOR without the DEPARTMENT'S written consent shall be wholly void.
11. **OVERPAYMENT/AUDIT EXCEPTIONS/DISALLOWANCES:** The CONTRACTOR agrees that if during or subsequent to the contract CPA audit or DEPARTMENT OF WORKFORCE SERVICES Internal Review & Audit determines that payments were incorrectly reported or paid, the DEPARTMENT may amend the contract and adjust the payments. In contracts, which include a budget, CONTRACTOR expenditures to be eligible for reimbursement must be adequately documented. The CONTRACTOR will, upon written request immediately refund any overpayments determined by audit and for which payment has been made to the contractor, to the DEPARTMENT. The CONTRACTOR further agrees that the DEPARTMENT shall have the right to withhold any or all-subsequent payments under this or other contracts with the CONTRACTOR until recoupment of overpayment is made.

12. **SERVICE CODE COST SUMMARY:** When requested by the DEPARTMENT, the CONTRACTOR shall submit to the DEPARTMENT actual cost expenditures under this contract and specific service code. If selected for review, the DEPARTMENT will request cost data as early as ninety-one (91) days after completion of the prior contract period. Reported costs shall be in accordance with the DEPARTMENT Cost Principles. Service Code Cost Summaries submitted are subject to review by DEPARTMENT audit. Therefore, Cost Summaries should agree in total (and in detail where possible) to any other financial information submitted to the DEPARTMENT. Such financial information would include audit reports, financial statements, etc. Cost Summaries, which are found to disagree with other financial information submitted to the DEPARTMENT, may be subject to further investigation.
13. **LICENSING AND STANDARD COMPLIANCE:** The CONTRACTOR currently meets all applicable licensing or other standards required by Federal and State laws or regulations and ordinances of the City/County in which services and/or care is provided and will continue to comply with such licensing or other applicable standards and ordinances for duration of this contract period. Failure to secure or maintain a license shall support a basis for cancellation of this contract.
14. **GRIEVANCE PROCEDURE:** The CONTRACTOR agrees to establish a system through which recipients of the purchased services may present grievances about the operation of the program as it pertains to and affects said recipient. The CONTRACTOR will advise recipients of their right to present grievances concerning denial or exclusion from or operation of the program, and to a determination by the Department of Workforce Services in these instances. The CONTRACTOR will advise applicants in writing of rights and procedures to appeal. In the event of a grievance, the contractor will notify the Department of the grievance and its resolution. If no resolution is reached with the contractor, the grievance will be forwarded to the Department for processing through the Department's Administrative Process.
15. **IMPOSITION OF FEES:** The CONTRACTOR will not impose any fees upon clients given services under this contract except as authorized by the DEPARTMENT.
16. **PROTECTION AND USE OF CLIENT RECORDS:** The use or disclosure by any party of any information concerning a client for any purpose not directly connected with the administration of the DEPARTMENT's or the CONTRACTOR's responsibilities with respect to services purchased under this agreement is prohibited except on written consent of the client, his attorney, or his responsible parent or guardian. The Contractor will be required to sign the Confidential Information Certification.
17. **CONSULTATION/TECHNICAL ASSISTANCE:** The DEPARTMENT will supply appropriate consultation/technical assistance as indicated/requested by the CONTRACTOR to assure satisfactory performance in providing the contracted services.
18. **CODE OF CONDUCT:** The CONTRACTOR agrees to follow and enforce the Department of Workforce Services Code of Conduct, Utah Administrative Code, R982-601-101 et seq. The CONTRACTOR assures that each employee or volunteer receives a copy of Code of Conduct. A signed statement to this effect must be in employee's/volunteer's file subject to inspection and review by the DEPARTMENT monitors.
19. **THIRD-PARTY REIMBURSEMENT AND PROGRAM INCOME: OTHER CONTRACTS:** The CONTRACTOR is required to pursue reimbursement from all other sources of funding available for services performed under this contract. Other sources of funding include, but are not limited to third-party reimbursements and program income.

In no instance shall any combination of other sources of funding and billings to DEPARTMENT OF WORKFORCE SERVICES be greater than "necessary and reasonable costs to perform the services" as supported by audited financial records. Collections over and above audited costs shall be refunded to DEPARTMENT OF WORKFORCE SERVICES.

20. **BILLINGS:** Billings and claims for services must be received within twenty (20) days after the last date of service for the period billed including the final billing, which must be submitted within twenty (20) days after contract termination may be delayed or denied.
21. **FINANCIAL/COST ACCOUNTING SYSTEM:** The CONTRACTOR agrees to maintain a financial and cost accounting system in accordance with generally accepted accounting principles. At a minimum, the CONTRACTOR's accounting system shall provide for a General Ledger, and cost accounting records adequate to assure that costs incurred under this contract are reasonable, allocable to contract objectives, and separate from costs associated with other business activities of the CONTRACTOR. The CONTRACTOR further agrees that all program expenditures and revenues shall be supported by reasonable documentation (vouchers, invoices, receipts, etc.), which shall be stored and filed in a systematic and consistent manner. The CONTRACTOR further agrees to retain and make available to independent auditors, State and Federal auditors, and program and contract reviewers all accounting records and supporting documentation for a minimum of four (4) years after the expiration of this contract. The CONTRACTOR further agrees that, to the extent it is unable to reasonably document the disposition of monies paid under this contract, it is subject to an assessment for over-payment.

22. **CHANGES IN BUDGET (Cost Reimbursement Contracts Only):** The budget attached hereto shall be the basis for payment. The CONTRACTOR may not make any adjustment in budgeted funds from Category III, "Program Expenses" to either Category I, "Administration" or Category II, "Capital Expenditures" or between Categories I and II, without prior written approval by the DEPARTMENT. Expenditures in excess of those budgeted in either Category I or II may be considered questioned costs. Resolution of such questioned costs will normally result in a request that such excesses be refunded to the DEPARTMENT. The CONTRACTOR may, however, shift between either Category I or II to Category III without prior approval. Expenditures in excess of those budgeted in Category III will not normally result in questioned costs unless restrictions have been placed on subcategories within this major category. When the contract restricts expenditures within defined subcategories, any unapproved excess will be considered a questioned cost.
23. **NON-FEDERAL MATCH:** For those contracts requiring a non-federal match said match shall be in accordance with provisions of Title 45 CFR, Part 74, Sub-part C. Other funding sources may require different non-federal match amounts will be indicated within the Budget.
24. **ADMINISTRATIVE EXPENDITURES:** Total administrative expenditures (Category I) may not exceed fifteen percent of total program expenditures without prior written approval from DEPARTMENT OF WORKFORCE SERVICES, Executive Director.
25. **CONTRACT RENEWAL:** The CONTRACTOR agrees, for any contract issued as a result of an RFP/bid the DEPARTMENT shall unilaterally have the right to initiate renewal of such a contract, in accordance with the provisions of the RFP/bid at a level of funding to be decided at the time of renewal.
26. **CONTRACTOR RELATIONSHIP:** The relationship of the DEPARTMENT and the CONTRACTOR hereunder shall be that of an independent contractor. Under no circumstances shall an employee agent or representative of either party be represented as, or be deemed to be, an employee, agent or representative of the other party for any purpose whatsoever.
27. **WARRANTIES: CONTRACTOR** warrants that all services shall be performed in a professional and workmanlike manner consistent with best industry practice; and in accordance with the Work Statement. CONTRACTOR agrees to abide by all applicable laws, regulations, and industry standards when performing services for the DEPARTMENT.
28. **TERMINATION UPON DEFAULT:** In the event this contract is terminated as a result of a default by the CONTRACTOR, the DEPARTMENT may procure or otherwise obtain, upon such terms and conditions as the DEPARTMENT deems appropriate, services similar to those terminated, and CONTRACTOR shall be liable to the DEPARTMENT for any damages arising there from, including attorneys' fees and excess costs incurred by the DEPARTMENT in obtaining similar services.
29. **GOVERNMENT RECORDS ACCESS MANAGEMENT ACT (GRAMA):** The Contractor should be aware that all documents produced from this contract will be subject to the State's Access to Public Records policy, Title 63, Chapter 2, U.C.A.
30. **CONTRACTOR'S RESPONSIBILITIES:** The Department will enter into contractual contract with the CONTRACTOR only. The CONTRACTOR shall be responsible for all services as required by the RFP/bid.
31. **HUMAN SUBJECTS RESEARCH:** The CONTRACTOR shall not conduct research-involving employees of the DEPARTMENT or individuals receiving services (whether direct or contracted) from the DEPARTMENT.
32. **METHOD AND SOURCE OF CONTRACTOR PAYMENT:** The DEPARTMENT agrees to reimburse the CONTRACTOR in accordance with the attached budget. Warrant drawn against the State of Utah, will be made upon receipt of itemized billing for authorized services provided and supported by information contained on reimbursement forms supplied by DEPARTMENT.
33. **PAYMENT WITHHOLDING:** The CONTRACTOR agrees that the reporting and record keeping requirements specified in this contract are a material element of performance and that if, in the opinion of the DEPARTMENT, the CONTRACTOR's record keeping practices and/or reporting to the DEPARTMENT are not conducted in a timely and satisfactory manner, the DEPARTMENT may withhold part or all payments under this or any other contract until such deficiencies have been remedied. In the event of the payment(s) being withheld, the DEPARTMENT agrees to notify the CONTRACTOR of the deficiencies that must be corrected in order to bring about the release of withheld payment.
34. **FINANCIAL REPORTING:** When **classified as *Service Provider*** (not sub recipient), CONTRACTORS shall provide an independent audit of their entity in accordance with Government Auditing Standards (GAS Yellow Book). CONTRACTORS shall also provide financial statements (a balance sheet, income statement, statement of cash flows, statement of functional expense, and notes to the financial statements) prepared in accordance with Generally Accepted Accounting Principles (GAAP).



When **classified as a private non-profit or profit entity**, CONTRACTORS shall submit a copy of its audit report to the DEPARTMENT within one year of the close of the entity's fiscal year.

An entity filing only financial statements shall submit the financial statements within five (5) months of the close of the entity's fiscal year. If this entity chooses to submit an audit report instead of the financial statements, DEPARTMENT OF WORKFORCE SERVICES internal audit must be notified of this decision prior to the end of the five-month reporting deadline. If more time is needed, prior approval may be obtained from DEPARTMENT OF WORKFORCE SERVICES internal audit.

Audit reports and financial statements should be sent to the DEPARTMENT OF WORKFORCE SERVICES /Budget and Audit, P.O. Box 45249 Salt Lake City, Utah 84145-0249. All CONTRACTORS are subject to periodic fiscal reviews by DEPARTMENT OF WORKFORCE SERVICES.

35. **MONITORING:** The DEPARTMENT will monitor the service given by the CONTRACTOR for each eligible client and the results obtained using this contract and the attached goals and service objectives and methods as criteria.
36. **DEPARTMENT COST PRINCIPLES:** The CONTRACTOR agrees to abide by Federal and Department Cost Principles as applicable to contract.
37. **NOTIFICATION OF THE INTERNAL REVENUE SERVICE:** It is Department of Workforce Services' policy to notify the Internal Revenue Service of any violations of IRS regulations uncovered as a result of its dealings with providers.
38. **RELATED PARTIES:** The CONTRACTOR shall not make payments to related parties in any category of Administration, Capital Expenditures, or Program Expenses without the prior written consent of the DEPARTMENT. Payments to related parties may include, but are not limited to: salaries, wages, compensation under employment or service contracts, or payments under purchase, lease, or rental contracts. Payments made by the CONTRACTOR to related parties without such prior written consent may be disallowed and may result in an overpayment assessment. For the purpose of defining payments to related parties under a contract;
  - a. The CONTRACTOR shall be defined to include all owners, partners, directors, and officers of the CONTRACTOR or others with authority to establish policies and make decisions for the CONTRACTOR.
  - b. Persons and/or organizations shall be considered related parties when any of the following conditions exist:
    - i. A person and/or organization with directors, officers, or others with the authority to establish policies and to make decisions for the organization who is/are related to CONTRACTOR through blood or marriage, as defined by U.C.A., Section 52-3-1(1)(d) as father, mother, husband, wife, son, daughter, sister, brother, uncle, aunt, nephew, niece, first cousin, mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in law, or daughter-in-law.
    - ii. An organization has in common with the CONTRACTOR either: a) owners or partners who directly or indirectly own ten percent (10%) or more of the voting interest of the organization; and/or b) directors, officers or others with authority to establish policies and make decisions for the organization.

The CONTRACTOR is obligated to immediately call any contemplated or actual related party payment to the attention of the DEPARTMENT. Upon notification of related party payment, the DEPARTMENT may, at its discretion, require that the CONTRACTOR undertake competitive bidding for the goods or services, require satisfactory cost justification prior to payment, or take other steps that may be necessary to assure that the goods or services provided afford the DEPARTMENT a satisfactory level of quality and cost. Any related party payments contemplated under this contract are specified as follows: (if none, please so state).

39. **PRICE REDUCTION FOR DEFECTIVE COST OR PRICING DATA:** If any price, including profit or fee, negotiated in connection with this contract, or any cost reimbursable under this contract was increased by any significant sum because the CONTRACTOR furnished cost or pricing data (e.g., service code cost summaries, salary schedules, reports of prior period costs, etc.) which was not accurate, complete, and current, the price or cost shall be reduced accordingly and the contract shall be modified in writing as may be necessary to reflect such reduction, and amounts overpaid shall be subjected to overpayment assessments. Any action the DEPARTMENT may take in reference to such price reduction shall be independent of, and not be prejudicial to, the DEPARTMENT's right to terminate this contract.
40. **PAYMENT RATES (Does Not Apply to Contracts With DEPARTMENT OF WORKFORCE SERVICES Set Rates):** Initial payment rates for negotiated contracts may be calculated based on actual expenditures for prior period, available budget and changes in the type or quality of service. The rates may be adjusted up or down during the contract term in accordance with prior paid actual costs or a review of current costs verified by audit or fiscal review. Such a rate adjustment may be retroactive to the beginning of the contract. Rates for contracts awarded as a result of the competitive bidding process will not be changed during the contract term.

41. **EQUAL OPPORTUNITY CLAUSE** Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I-financially assisted program or activity;

Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color, and national origin;

Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in education programs.

**DEPARTMENT OF WORKFORCE SERVICES  
DISCLOSURE OF INFORMATION  
ATTACHMENT C**

The CONTRACTOR will comply with the following measures to protect the privacy of the information released under this agreement against unauthorized access or disclosure:

1. The information shall be used only to the extent necessary to assist in the purposes identified within this contract and shall not be re-disclosed for any purpose not specifically authorized in this contract.
2. The information shall be stored in a place physically secure from access by unauthorized persons.
3. Information in electronic format, such as magnetic tapes or discs shall be stored and processed in such a way that unauthorized persons cannot retrieve the information by computer, remote terminal or any other means.
4. Precautions shall be taken to ensure that only authorized personnel are given access to on-line files.
5. The CONTRACTOR shall instruct all authorized personnel regarding the private nature of the information and that State and Federal law provides sanctions for the unauthorized disclosure.
6. The CONTRACTOR shall permit the Utah DWS, the United States Department of Labor, Department of Health and Human Service (and other authorized federal officials) to make on-site inspections to insure that the requirements of this contract, State laws, and federal statutes and regulations are being met.

\_\_\_\_\_  
Contractor

\_\_\_\_\_  
Date

**ATTACHMENT D**  
**JOB ANALYSIS QUESTIONNAIRES**  
**JAQ**

**STATE OF UTAH**  
**JOB ANALYSIS QUESTIONNAIRE**

Information provided will be used to classify your job and/or develop performance standards-please be complete.

Date	Job Title <b>Workforce Services Spec II</b>	Department <b>DWS</b>	Division/Region	Name	Time in current position __ yrs. __ mos.
Career Schedule <b>B</b>	Working title	Job ID # <b>30106</b>	Pay Range <b>37-54</b>	Position ID	LOW ORG      Distribution
Name, title and pay range of supervisor		Benchmark <b>30005</b>	EEO Designation <b>2</b>	FLSA Status <b>N</b>	Shift
BCI Sensitive (attach comments if so)	Working Level ___Entry level_ <b>X</b> Working level ___Lead/Senior level___Supervisor level ___Executive level___Manager level		Training Required	Education/Degree	Certification/Licensure
Safety Sensitive		COMMENTS			YES NO
The following criteria apply in determining whether a position is designated as Asafety sensitive@and is subject to ongoing or random drug testing as a condition of employment.  1. _____ Position may require a Commercial Drivers License (CDL). 2. _____ Position requires P.O.S.T. certification. 3. _____ Position subject to drug and alcohol testing under Omnibus Transportation Employee Testing Act of 1991. 4. _____ Position involved in work that directly impacts the safety or welfare of the general public (i.e. law enforcement, snow removal, highway		1. _____ Position may require a valid drivers license and use of personal vehicle.		Response Time required	
				On Call	
				Travel Required	
				Drivers License Required Operators License CDL	
				Citizenship Required	

<div>5._____ maintenance).</div> <div>5._____ Position involved in work requiring access to controlled substances.</div> <div>6._____ Position requires employee to carry or have access to firearms or class a explosives.</div> <div>If any of the above items are checked then the position is safety sensitive and subject to drug testing.</div>		<div>Minimum Age Required</div>		
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**STATE OF UTAH**  
**JOB ANALYSIS QUESTIONNAIRE**

Information provided will be used to classify your job and/or develop performance standards-please be complete.

What is the primary purpose of this position?

To deliver a broad range of services to the workforce including employers, job seekers and other customers. These services typically include assessing goals and needs, job development, employment counseling, and arranging for temporary supportive services. Serve as a mentor to other employment counselors. To exhibit professional behavior and provide exceptional customer service.

Describe in detail the major functions of the position. List functions in order of importance and indicate the time percentage spent on each. Describe the position in terms of what you "do" rather than "what gets done." Be sure to cite statutory responsibilities, if any.

DUTY NO.	% OF TIME	DUTY	Duty is Essential/ Marginal	Knowledge, Skills, Abilities, and other job requirements	Skill is Required
1		Use professional skills to assess specific needs of DWS customers and services to be delivered.		<b><u>Knowledge:</u></b> Knowledge and understanding of basic human behavior	
2		Serve as a mentor to other employment counselors by explaining and clarifying policies and regulation and by assisting with more difficult cases and policy questions.		Knowledge and ability to acquire, interpret and implement Department programs and services	
3		Provide quality service to employers by determining level of services needed. Assist in locating, screening and referring qualified job seekers who meet the employers' specifications. Provide quality service to job seekers by providing labor market information, knowledge of job-seeking skills and referrals to job openings.		Knowledge of computer terminal operations, personal computers and pertinent software applications	
4		Provide career counseling and/or plan development with job seekers regarding goals, objectives and activities that lead to employment. Plans are developed by matching knowledge of labor market demands with recognition of the job seeker's strengths, abilities, barriers, and consideration of support service needs.		Knowledge of local labor market dynamics and issues.	
5		Determine eligibility, refer and/or provide inter-intra agency supportive services from a variety of funding sources while encouraging self-sufficiency.		<b><u>Skills:</u></b> Skills and ability in interviewing techniques and practices	
6		Assist customers through monitoring and evaluation of progress towards implementation of goals. Negotiate plan modifications based on considerations of changes and impacts on the customer's situation. Complete customer record information in processing which includes computer entry, progress data, updates, changes and record-keeping.		Effective interpersonal skills in dealing with sensitive client situations	
				<b><u>Abilities:</u></b> Ability to assess customer needs for training and other services required for employment	
				<b><u>Five essential employment behaviors:</u></b> Ability to conform to Workforce Services policies, to include attendance	
				Attendance must be adequate to acceptably perform listed job duties	
				Ability to accept supervision	
				Ability to work and interact with peers, team members, and others in accomplishing agency goals and objectives	
				Ability to work effectively with customers and others in a friendly, cooperative and professional manner	

7		Coordinate services with team members. Actively participate in staff meetings and share information and best practices with counterparts.	Ability to deal with and handle crises and stressful situations
8		Other duties as assigned.	Ability to solve unusual and difficult problems

**(USE EXTRA SHEETS IF NECESSARY)**

Which function is the most complex, or difficult to perform and why?

What guidelines (e.g., manuals, established policies and procedures, traditional practices, etc.) are available to aid you in your job and what judgment is needed to apply them?

Describe the projects, assignments, programs, etc. for which you are accountable.

Indicate the decisions you have the authority to make on your own in performing your job.

Describe how your work product affects the work of other individuals both internal and external to your organization.

Describe the type of instructions you receive from your supervisor. Please cover the following areas: do you receive specific or general instructions from your supervisor? are your job assignments prioritized by you or your supervisor? how closely and how often is your work reviewed?

Indicate the type and size of the total work force you lead, supervise, manage, or direct, (include non-state employees, such as inmates, patients, volunteers, National Guardsmen, etc.).



Of the work force you supervise, indicate the positions you directly supervise and evaluate through a performance appraisal.

Describe your budget responsibilities. Indicate your authority for budget decisions and the size of the budget for which you have responsibility.

Identify the individuals with whom you have frequent, recurring work contacts and the purpose of the contact.

Contact

Purpose

Describe the general physical demands and working conditions of your job (e.g., normal office conditions, regular travel - amount, continuous walking/standing, regular lifting - amount, uncomfortable or adverse conditions, occupational hazards).

Which Knowledge, Skills or Abilities are the most important or necessary for the performance of this position

Did the employee describe the job correctly and completely?

**(TO BE COMPLETED BY THE SUPERVISOR)**

Please comment on the employees statements.	
Employee Signature	D
Supervisor Signature	D
Analyst Signature	D

**PHYSICAL REQUIREMENTS ANALYSIS:**

See "Instructions for Completing the Job Analysis Questionnaire" for instructions. Item A, "Physical Requirements Classification" is required for all positions. Item B is required for all positions which are not classified as "sedentary/light duty". Item B, below may also be used as a comprehensive Physical Requirements Analysis in the event of a request for reasonable accommodation by an applicant or current employee who declares a disability.

**A. PHYSICAL REQUIREMENTS CLASSIFICATION:**

Check one:

☒ Sedentary/light duty\*      ☐ Moderate physical requirements      ☐ Strenuous Physical requirements

**B. DETAILED PHYSICAL REQUIREMENTS ANALYSIS:**

This section must be completed for positions classified as "moderate" or "strenuous" in Item A. For correct codes, see Department of Human Resource Management, Job Analysis Questionnaire Instructions, Page 5, Step 7.

Machines or Tools used:

Vehicles or equipment driven:

Endurance (hours at one time)	Total Hours Per Shift	
sit	_____	_____
stand	_____	_____
walk	_____	_____
drive	_____	_____

<u>Physical Requirement</u>	<u>Task Number(s)</u>	<u>Frequency (see codes)</u>	<u>Physical Requirement</u>	<u>Task Number(s)</u>	<u>Frequency (see codes)</u>
___ lift    ___ lb.	_____	_____	___ repeated use-fingers	_____	_____
___ carry ___ lb.	_____	_____	___ grasp	_____	_____
___ talk/hear	_____	_____	___ finger dexterity	_____	_____

___ push	_____	_____	_____
___ see	_____	_____	_____
___ climb	_____	_____	_____
___ pull	_____	_____	_____
___ bend	_____	_____	_____
___ stoop or kneel	_____	_____	_____
___ twist or twist & lift	_____	_____	_____
___ crawl	_____	_____	_____
___ use foot controls	_____	_____	_____
___ eye-hand coordination	_____	_____	_____
___ balance	_____	_____	_____
___ reach/shoulder	_____	_____	_____
___ repeated use of arms	_____	_____	_____
___ repeated use of wrist and/or hands	_____	_____	_____

___ eye-foot coordination	_____	_____
___ walk on either level or uneven surface	_____	_____
___ driving on rough terrain	_____	_____
___ other:	_____	_____

Comments:

\_\_\_\_\_

**STATE OF UTAH**  
**JOB ANALYSIS QUESTIONNAIRE**

Information provided will be used to classify your job and/or develop performance standards-please be complete.

Date	Job Title <b>Lead Employment Counselor</b>	Department <b>DWS</b>	Division/Region	Name	Time in current position __ yrs. __ mos.
Career Schedule	Working title <b>Lead Employment Counselor</b>	Job ID #	Pay Range <b>39-56</b>	Position ID	LOW ORG      Distribution
Name, title and pay range of supervisor		Benchmark <b>30005</b>	EEO Designation <b>2</b>	FLSA Status <b>Non-Exempt</b>	Shift
BCI Sensitive (attach comments if so)	Working Level ____Entry level____Working level _X_Lead/Senior level__Supervisor level ____Executive level____Manager level		Training Required	Education/Degree	Certification/Licensure
Safety Sensitive		COMMENTS			YES      NO
The following criteria apply in determining whether a position is designated as Asafety sensitive@and is subject to ongoing or random drug testing as a condition of employment.  1._____ Position may require a Commercial Drivers License (CDL). 2._____ Position requires P.O.S.T. certification. 3._____ Position subject to drug and alcohol testing under Omnibus Transportation Employee Testing Act of 1991. 4._____ Position involved in work that directly impacts the safety or welfare of the general public (i.e. law enforcement, snow removal, highway		1. _____ Position may require a valid drivers license and use of personal vehicle.		Response Time required	
				On Call	
				Travel Required	
				Drivers License Required Operators License CDL	
				Citizenship Required	

<div>5._____ maintenance).</div> <div>5._____ Position involved in work requiring access to controlled substances.</div> <div>6._____ Position requires employee to carry or have access to firearms or class a explosives.</div> <div>If any of the above items are checked then the position is safety sensitive and subject to drug testing.</div>		<div>Minimum Age Required</div>		
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# STATE OF UTAH

## JOB ANALYSIS QUESTIONNAIRE

Information provided will be used to classify your job and/or develop performance standards-please be complete.

What is the primary purpose of this position? Provide technical assistance and training for other staff members in order to ensure exceptional customer service. Assist supervisor and management as directed. Act a role model for DWS team members by exhibiting professional behavior and providing exceptional customer service.

Describe in detail the major functions of the position. List functions in order of importance and indicate the time percentage spent on each. Describe the position in terms of what you "do" rather than "what gets done." Be sure to cite statutory responsibilities, if any.

DUTY NO.	% OF TIME	DUTY	Duty is Essential/ Marginal	Knowledge, Skills, Abilities, and other job requirements	Skill is Required/ Desired
1		Assist supervisor with planning, guiding, monitoring, coordinating and assigning work performed by the team. Ensure exceptional customer service and program integrity. <b>Train staff individually and in groups on the use of technology, policy, procedures, and available resources.</b> Act as a resource for policy clarifications, problem solving, and technical assistance. In absence of supervisor, assume supervisory responsibilities.		<b><u>Knowledge:</u></b> Knowledge and understanding of basic human behavior	
2		Provide quality service to employers by determining level of supportive services needed and by assisting in locating, screening, and referring qualified job seekers who meet the employers specifications. Provide career counseling and/or plan development with job seekers. Determine eligibility, refer and provide inter/intra agency supportive services from a variety of funding sources.		Knowledge of department and community programs and services available to customers  Knowledge and skill in using principles, methods and techniques of effective supervision, training, personnel and fair employment practices	
3		Assist customers through monitoring and evaluation of progress towards implementation of goals. Decide need for plan modifications based on considerations of changes and impact on the customers situation.		<b><u>Skills:</u></b> Skill in interviewing techniques and practices	
4		Coordinate services with team members. Commit to development, implementation, and exchange of best practices. Work towards service integration through cross training, job shadowing, mentoring, and the use of technology.		Effective interpersonal skills in dealing with sensitive customer situations	
5		Other duties as assigned.		<b><u>Abilities:</u></b> Ability to assess customer needs for training and other services required for employment  Ability to train large and small groups in policies, regulations and processes  Ability to attend to administrative detail	
<b><u>Five essential employment behaviors:</u></b>					

		Ability to conform to Workforce Services policies including attendance, absences and evaluations
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(USE EXTRA SHEETS IF NECESSAR Y) DUTY NO.	% OF TIME	DUTY	Duty is Essential/ Marginal	Knowledge, Skills, Abilities, and other job requirements	Skill is Required/ Desired
				Attendance must be adequate to acceptably perform listed job duties  Ability to accept supervision  Ability to work and interact with peers, team members, and others in accomplishing agency goals and objectives  Ability to work effectively with customers and others in a friendly, cooperative and professional manner  Ability to deal with and handle crises and stressful situations	

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Which function is the most complex, or difficult to perform and why?

What guidelines (e.g., manuals, established policies and procedures, traditional practices, etc.) are available to aid you in your job and what judgment is needed to apply them?

Describe the projects, assignments, programs, etc. for which you are accountable.

Indicate the decisions you have the authority to make on your own in performing your job.

Describe how your work product affects the work of other individuals both internal and external to your organization.

Describe the type of instructions you receive from your supervisor. Please cover the following areas: do you receive specific or general instructions from your supervisor? are your job assignments prioritized by you or your supervisor? how closely and how often is your work reviewed?

Indicate the type and size of the total work force you lead, supervise, manage, or direct, (include non-state employees, such as inmates, patients, volunteers, National Guardsmen, etc.).

Of the work force you supervise, indicate the positions you directly supervise and evaluate through a performance appraisal.

Describe your budget responsibilities. Indicate your authority for budget decisions and the size of the budget for which you have responsibility.

Identify the individuals with whom you have frequent, recurring work contacts and the purpose of the contact.

Contact

Purpose

Describe the general physical demands and working conditions of your job (e.g., normal office conditions, regular travel - amount, continuous walking/standing, regular lifting - amount, uncomfortable or adverse conditions, occupational hazards).

Which Knowledge, Skills or Abilities are the most important or necessary for the performance of this position

Did the employee describe the job correctly and completely?

**(TO BE COMPLETED BY THE SUPERVISOR)**

Please comment on the employees statements.

Employee Signature	D
Supervisor Signature	D
Analyst Signature	D

**PHYSICAL REQUIREMENTS ANALYSIS:**

See "Instructions for Completing the Job Analysis Questionnaire" for instructions. Item A, "Physical Requirements Classification" is required for all positions. Item B is required for all positions which are not classified as "sedentary/light duty". Item B, below may also be used as a comprehensive Physical Requirements Analysis in the event of a request for reasonable accommodation by an applicant or current employee who declares a disability.

**A. PHYSICAL REQUIREMENTS CLASSIFICATION:**

Check one:

☒ Sedentary/light duty\*      ☐ Moderate physical requirements      ☐ Strenuous Physical requirements

**B. DETAILED PHYSICAL REQUIREMENTS ANALYSIS:**

This section must be completed for positions classified as "moderate" or "strenuous" in Item A. For correct codes, see Department of Human Resource Management, Job Analysis Questionnaire Instructions, Page 5, Step 7.

Machines or Tools used:

Vehicles or equipment driven:

Endurance (hours at one time)		Total Hours Per Shift	
sit	_____		_____
stand	_____		_____
walk	_____		_____
drive	_____		_____

<u>Physical Requirement</u>	<u>Task Number(s)</u>	<u>Frequency (see codes)</u>	<u>Physical Requirement</u>	<u>Task Number(s)</u>	<u>Frequency (see codes)</u>
<input type="checkbox"/> lift <input type="checkbox"/> lb.	_____	_____	<input type="checkbox"/> repeated use-fingers	_____	_____
<input type="checkbox"/> carry <input type="checkbox"/> lb.	_____	_____	<input type="checkbox"/> grasp	_____	_____
<input type="checkbox"/> talk/hear	_____	_____	<input type="checkbox"/> finger dexterity	_____	_____
<input type="checkbox"/> push	_____	_____	<input type="checkbox"/> eye-foot coordination	_____	_____
<input type="checkbox"/> see	_____	_____	<input type="checkbox"/> walk on either level		
<input type="checkbox"/> climb	_____	_____	or uneven surface	_____	_____
<input type="checkbox"/> pull	_____	_____	<input type="checkbox"/> driving on rough		

___ bend				
___ stoop or kneel				
___ twist or twist & lift				
___ crawl				
___ use foot controls				
___ eye-hand coordination				
___ balance				
___ reach/shoulder				
___ repeated use of arms				
___ repeated use of wrist and/or hands				

_____	terrain	_____
_____	other:	_____
Comments:		
_____		

STATE OF UTAH  
JOB ANALYSIS QUESTIONNAIRE

Information provided will be used to classify your job and/or develop performance standards -please be complete.

<b>Date</b>	<b>Job Title</b>  Employment Supervisor	<b>Department</b>  DWS	<b>Division/Region</b>	<b>Name</b>	<b>Time in current position __ yrs. __ mos.</b>		
<b>Career Schedule</b>	<b>Working title</b>	<b>Job ID #</b>  23170	<b>Pay Range</b>  41-60	<b>Position ID</b>	<b>LOW ORG    Distribution</b>		
<b>Name, title and pay range of supervisor</b>		<b>Benchmark</b>  30005	<b>EEO Designation</b>  2	<b>FLSA Status</b>  Non-Exempt	<b>Shift</b>		
<b>BCI Sensitive</b> (attach comments if so)		<b>Working Level</b> ____ Entry level ____ Working level ____ Lead/Senior level <u>  X  </u> Supervisor level ____ Executive level ____ Manager level		<b>Training Required</b>	<b>Education/Degree</b>	<b>Certification/Licensure</b>	
<b>Safety Sensitive</b>		<b>COMMENTS</b>			<b>YES</b>	<b>NO</b>	
The following criteria apply in determining whether a position is designated as Asafety sensitive @and is subject to ongoing or random drug testing as a condition of employment.  1.____ Position may require a Commercial Drivers License (CDL). 2.____ Position requires P.O.S.T. certification. 3.____ Position subject to drug and alcohol testing under Omnibus Transportation Em ployee Testing Act of 1991. 4.____ Position involved in work that directly impacts the safety or welfare of the general public (i.e.		1. _____ Position may require a valid drivers license and use of personal vehicle.		<b>Response Time required</b>			
				<b>On Call</b>			
				<b>Travel Required</b>			
				<b>Drivers License Required Operators License CDL</b>			
				<b>Citizenship Required</b>			

<div>law enforcement, snow removal, highway maintenance).</div> <div>5. _____ Position involved in work requiring access to controlled substances.</div> <div>6. _____ Position requires employee to carry or have access to firearms or class a explosives.</div> <div>If any of the above items are checked then the position is safety sensitive and subject to drug testing.</div>		<div>Minimum Age Required</div>		
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# STATE OF UTAH

## JOB ANALYSIS QUESTIONNAIRE

Information provided will be used to classify your job and/or develop performance standards -please be complete.

What is the primary purpose of this position?

Guide and coordinate the delivery of a broad range of workforce services to employers, job seekers and other customers. Act as a role model for DWS team members by exhibiting professional behavior and providing exceptional customer service. Serve as an integral member of the employment center management team.

Describe in detail the major functions of the position. List functions in order of importance and indicate the time percentage spent on each. Describe the position in terms of what you "do" rather than "what gets done." Be sure to cite statutory responsibilities, if any.

DUTY NO.	% OF TIME	DUTY	Duty is Essential/Marginal	Knowledge, Skills, Abilities, and other job requirements	Skill is Required/Desired
1		Use professional skills to assess specific needs of DWS customers and services to be delivered.		<u>Knowledge:</u> Knowledge and understanding of basic human behavior	
2		Responsible for staff selection and employee performance management. May include employee development, plans, reviews, appraisals, incentives and rewards, corrective action, grievances, disciplines and conflict resolution. Ensure the timely completion of PDQs, JAQs, and performance plans with employees.		Knowledge of department and community programs and services available to customers  Knowledge and skill in using principles, methods and techniques of effective supervision, training, personnel and fair employment practices	
3		Plan, guide, organize, monitor, coordinate, evaluate and assign work performed by an employment team to ensure compliance with team, employment center, regional, and state program outcomes, performance measures and goals. Train staff individually and in groups on use of technology, policy, procedures. Act as a resource for policy clarifications, problem solving and technical assistance. May be required to provide direct services to customers.		Knowledge of computer terminal operations, personal computers, and pertinent software applications  Knowledge of local labor market dynamics and issues  <u>Skills:</u> Skill in interviewing techniques and practices	
4		Assist the manager with planning, guiding, organizing, monitoring, coordinating, evaluating and assigning work performed by employment center staff. Assume managerial responsibilities in the absence of the employment center manager.		Effective interpersonal skills in dealing with sensitive customer situations  <u>Abilities:</u> Ability to assess customer needs for training and other services required for employment	
5		Actively participate in meetings and committees and share information with counterparts. Develop and maintain relationships with regional and state program specialists and staff. Develop and		Ability to train large and small groups in policies, regulations and processes	

6		<p>maintain relationships with allied agencies.</p> <p>Other duties as assigned.</p>	<p>Ability to attend to administrative detail</p> <p><u>Five essential employment behaviors:</u></p> <p>Ability to conform to Workforce Services policies including attendance, absences and evaluations</p>
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(USE EXTRA SHEETS IF NECESSARY)

DUTY NO.	% OF TIME	DUTY	Duty is Essential/Marginal	Knowledge, Skills, Abilities, and other job requirements	Skill is Required/Desired
				<p>Attendance must be adequate to acceptably perform listed job duties</p> <p>Ability to accept supervision</p> <p>Ability to work and interact with peers, team members, and others in accomplishing agency goals and objectives</p> <p>Ability to work effectively with customers and others in a friendly, cooperative and professional manner</p> <p>Ability to deal with and handle crises and stressful situations</p>	



**Which function is the most complex, or difficult to perform and why?**

**What guidelines (e.g., manuals, established policies and procedures, traditional practices, etc.) are available to aid you in your job and what judgment is needed to apply them?**

**Describe the projects, assignments, programs, etc. for which you are accountable.**

**Indicate the decisions you have the authority to make on your own in performing your job.**

**Describe how your work product affects the work of other individuals both internal and external to your organization.**

**Describe the type of instructions you receive from your supervisor. Please cover the following areas: do you receive specific or general instructions from your supervisor? are your job assignments prioritized by you or your supervisor? how closely and how often is your work reviewed?**

**Indicate the type and size of the total work force you lead, supervise, manage, or direct, (include non-state employees, such as inmates, patients, volunteers, National Guardsmen, etc.).**

Of the work force you supervise, indicate the positions you directly supervise and evaluate through a performance appraisal.

<b>Describe your budget responsibilities. Indicate your authority for budget decisions and the size of the budget for which you have responsibility.</b>	
<b>Identify the individuals with whom you have frequent, recurring work contacts and the purpose of the contact.</b>	
<b><u>Contact</u></b>	<b><u>Purpose</u></b>
<b>Describe the general physical demands and working conditions of your job (e.g., normal office conditions, regular travel - amount, continuous walking/standing, regular lifting - amount, uncomfortable adverse conditions, occupational hazards).</b>	
<b>Which Knowledge, Skills or Abilities are the most important or necessary for the performance of this position</b>	
<b>Did the employee describe the job correctly and completely?</b>	<b>(TO BE COMPLETED BY THE SUPERVISOR)</b>
<b>Please comment on the employees statements.</b>	
<b>Employee Signature</b>	<b>D.</b>

<b>Supervisor Signature</b>	<b>D</b>
<b>Analyst Signature</b>	<b>D</b>

**PHYSICAL REQUIREMENTS ANALYSIS:**

See "Instructions for Completing the Job Analysis Questionnaire" for instructions. Item A, "Physical Requirements Classification" is required for all positions. Item B is required for all positions which are not classified as "sedentary/light duty". Item B, below may also be used as a comprehensive Physical Requirements Analysis in the event of a request for reasonable accommodation by an applicant or current employee who declares a disability.

**A. PHYSICAL REQUIREMENTS CLASSIFICATION:**

Check one:

\_\_\_\_\_ Sedentary/light duty\*      \_\_\_\_\_ Moderate physical requirements      \_\_\_\_\_ Strenuous Physical requirements

**B. DETAILED PHYSICAL REQUIREMENTS ANALYSIS:**

This section must be completed for positions classified as "moderate" or "strenuous" in Item A. For correct codes, see Department of Human Resource Management, Job Analysis Questionnaire Instructions, Page 5, Step 7.

Machines or Tools used:

Vehicles or equipment driven:

Endurance (hours at one time)	Total Hours Per Shift
sit _____	_____
stand _____	_____
walk _____	_____
drive _____	_____

<u>Physical Requirement</u>	<u>Task Number(s)</u>	<u>Frequency (see codes)</u>
___ lift ___ lb.	_____	_____
___ carry ___ lb.	_____	_____
___ talk/hear	_____	_____
___ push	_____	_____
___ see	_____	_____
___ climb	_____	_____
___ pull	_____	_____
___ bend	_____	_____
___ stoop or kneel	_____	_____
___ twist or twist & lift	_____	_____
___ crawl	_____	_____
___ use foot controls	_____	_____
___ eye-hand coordination	_____	_____
___ balance	_____	_____
___ reach/shoulder	_____	_____
___ repeated use of arms	_____	_____
___ repeated use of wrist and/or hands	_____	_____

<u>Physical Requirement</u>	<u>Task Number(s)</u>	<u>Frequency (see codes)</u>
___ repeated use-fingers	_____	_____
___ grasp	_____	_____
___ finger dexterity	_____	_____
___ eye-foot coordination	_____	_____
___ walk on either level or uneven surface	_____	_____
___ driving on rough terrain	_____	_____
___ other:	_____	_____

Comments:



**STATE OF UTAH**  
**JOB ANALYSIS QUESTIONNAIRE**

Information provided will be used to classify your job and/or develop performance standards-please be complete.

Date	Job Title <b>Eligibility Specialist</b>	Department <b>DWS</b>	Division/Region	Name	Time in current position __ yrs. __ mos.	
Career Schedule	Working title	Job ID # <b>30020</b>	Pay Range <b>31-50</b>	Position ID	LOW ORG      Distribution	
Name, title and pay range of supervisor		Benchmark <b>30005</b>	EEO Designation <b>2</b>	FLSA Status <b>Non-Exempt</b>	Shift	
BCI Sensitive (attach comments if so)	Working Level ___Entry level__ <input checked="" type="checkbox"/> Working level ___Lead/Senior level___Supervisor level ___Executive level___Manager level		Training Required	Education/Degree	Certification/Licensure	
Safety Sensitive		COMMENTS			YES	NO
The following criteria apply in determining whether a position is designated as Asafety sensitive@and is subject to ongoing or random drug testing as a condition of employment.  1. _____ Position may require a Commercial Drivers License (CDL). 2. _____ Position requires P.O.S.T. certification. 3. _____ Position subject to drug and alcohol testing under Omnibus Transportation Employee Testing Act of 1991. 4. _____ Position involved in work that directly impacts the safety or welfare of the general public (i.e. law enforcement, snow removal, highway		1. _____ Position may require a valid drivers license and use of personal vehicle.		Response Time required		
				On Call		
				Travel Required		
				Drivers License Required Operators License CDL		
				Citizenship Required		

<div>5._____ maintenance).</div> <div>5._____ Position involved in work requiring access to controlled substances.</div> <div>6._____ Position requires employee to carry or have access to firearms or class a explosives.</div> <div>If any of the above items are checked then the position is safety sensitive and subject to drug testing.</div>		<div>Minimum Age Required</div>		
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# STATE OF UTAH

## JOB ANALYSIS QUESTIONNAIRE

Information provided will be used to classify your job and/or develop performance standards-please be complete.

What is the primary purpose of this position?

Describe in detail the major functions of the position. List functions in order of importance and indicate the time percentage spent on each. Describe the position in terms of what you "do" rather than "what gets done." Be sure to cite statutory responsibilities, if any.

DUTY NO.	% OF TIME	DUTY	Duty is Essential/ Marginal	Knowledge, Skills, Abilities, and other job requirements	Skill is Required/Desired
1		Provide quality service to customers by determining level of supportive services needed. Assess the needs, goals and circumstances of people applying for supportive services.		<b><u>Knowledge:</u></b> Knowledge of basic human behavior	
2		Determine eligibility for low income programs within Federal and State tolerance levels. Adjust benefit level to reflect changes in customer circumstances.		Knowledge of relevant computer terminal operations	
3		Interpret complex policies and regulations. Interpret legal and financial imaged documents to assure consistency in applying program policies and procedures.		Knowledge and understanding of complex rules, regulations, pertinent policies and procedures for multiple programs	
4		Identify appropriate programs to best meet the needs and goals of customers.		<b><u>Skill:</u></b> Skill in interviewing techniques and practices	
5		Encourage customers to work towards employment.		Effective interpersonal skills in dealing with sensitive customer situations	
6		Refer and connect customers to other state and community agencies to help meet assessed needs.		Skill in conflict management	
7		Investigate inconsistent information and refer incorrect benefits issuance for recovery activity.		<b><u>Abilities:</u></b> Ability to assess customer eligibility for supportive services	
8		Utilize computerized information systems to assure accurate authorization of benefits and services.		Ability to communicate effectively	
				Ability to commit to development, implementation and exchange of best practices	
				Ability to work towards service integration through cross training, job shadowing, mentoring, and the use of technology	
				<b><u>Five essential employment behaviors:</u></b>	
				Ability to conform to Workforce Services policies including attendance, absences	

		<p>and evaluations</p> <p>Attendance must be adequate to acceptably perform listed job duties</p> <p>Ability to accept supervision</p>
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**(USE EXTRA SHEETS IF NECESSARY)**

DUTY NO.	% OF TIME	DUTY	Duty is Essential/ Marginal	Knowledge, Skills, Abilities, and other job requirements	Skill is Required/Desired
9		Coordinate services with multi-service team members.		Ability to work and interact with peers, team members, and others in accomplishing agency goals and objectives	
10		Other duties as assigned.		<p>Ability to work effectively with customers and others in a friendly, cooperative and professional manner</p> <p>Ability to deal with and handle crises and stressful situations</p>	

Which function is the most complex, or difficult to perform and why?

What guidelines (e.g., manuals, established policies and procedures, traditional practices, etc.) are available to aid you in your job and what judgment is needed to apply them?

Describe the projects, assignments, programs, etc. for which you are accountable.

Indicate the decisions you have the authority to make on your own in performing your job.

Describe how your work product affects the work of other individuals both internal and external to your organization.

Describe the type of instructions you receive from your supervisor. Please cover the following areas: do you receive specific or general instructions from your supervisor? are your job assignments prioritized by you or your supervisor? how closely and how often is your work reviewed?

Indicate the type and size of the total work force you lead, supervise, manage, or direct, (include non-state employees, such as inmates, patients, volunteers, National Guardsmen, etc.).

Of the work force you supervise, indicate the positions you directly supervise and evaluate through a performance appraisal.

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Describe your budget responsibilities. Indicate your authority for budget decisions and the size of the budget for which you have responsibility.	
Identify the individuals with whom you have frequent, recurring work contacts and the purpose of the contact.	
<u>Contact</u>	<u>Purpose</u>
Describe the general physical demands and working conditions of your job (e.g., normal office conditions, regular travel - amount, continuous walking/standing, regular lifting - amount, uncomfortable or adverse conditions, occupational hazards).	
Which Knowledge, Skills or Abilities are the most important or necessary for the performance of this position	
Did the employee describe the job correctly and completely?	(TO BE COMPLETED BY THE SUPERVISOR)
Please comment on the employees statements.	
Employee Signature	D

Supervisor Signature	D
Analyst Signature	D

**PHYSICAL REQUIREMENTS ANALYSIS:**

See "Instructions for Completing the Job Analysis Questionnaire" for instructions. Item A, "Physical Requirements Classification" is required for all positions. Item B is required for all positions which are not classified as "sedentary/light duty". Item B. below may also be used as a comprehensive Physical Requirements Analysis in the event of a request for reasonable accommodation by an applicant or current employee who declares a disability.

**A. PHYSICAL REQUIREMENTS CLASSIFICATION:**

Check one:

☒ Sedentary/light duty\*      ☐ Moderate physical requirements      ☐ Strenuous Physical requirements

**B. DETAILED PHYSICAL REQUIREMENTS ANALYSIS:**

This section must be completed for positions classified as "moderate" or "strenuous" in Item A. For correct codes, see Department of Human Resource Management, Job Analysis Questionnaire Instructions, Page 5, Step 7.

Machines or Tools used:

Vehicles or equipment driven:

Endurance (hours at one time)		Total Hours Per Shift	
sit	_____		_____
stand	_____		_____
walk	_____		_____
drive	_____		_____

<u>Physical Requirement</u>	<u>Task Number(s)</u>	<u>Frequency (see codes)</u>	<u>Physical Requirement</u>	<u>Task Number(s)</u>	<u>Frequency (see codes)</u>
___ lift ___ lb.	_____	_____	___ repeated use-fingers	_____	_____
___ carry ___ lb.	_____	_____	___ grasp	_____	_____
___ talk/hear	_____	_____	___ finger dexterity	_____	_____
___ push	_____	_____	___ eye-foot coordination	_____	_____
___ see	_____	_____	___ walk on either level		
___ climb	_____	_____	or uneven surface	_____	_____
___ pull	_____	_____	___ driving on rough	_____	_____
___ bend	_____	_____	terrain	_____	_____
___ stoop or kneel	_____	_____	___ other:	_____	_____
___ twist or twist & lift	_____	_____			
___ crawl	_____	_____			
___ use foot controls	_____	_____			
___ eye-hand coordination	_____	_____			
___ balance	_____	_____			

Comments:

\_\_\_ reach/shoulder  
\_\_\_ repeated use of arms  
\_\_\_ repeated use of wrist  
and/or hands

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_

STATE OF UTAH  
JOB ANALYSIS QUESTIONNAIRE

Information provided will be used to classify your job and/or develop performance standards -please be complete.

<b>Date</b>	<b>Job Title</b>  Employer Relations Representative	<b>Department</b>  DWS	<b>Division/Region</b>	<b>Name</b>	<b>Time in current position __ yrs. __ mos.</b>		
<b>Career Schedule</b>	<b>Working title</b>	<b>Job ID #</b>  30077	<b>Pay Range</b>  39-54	<b>Position ID</b>	<b>LOW ORG    Distri bution</b>		
<b>Name, title and pay range of supervisor</b>		<b>Benchmark</b>  30005	<b>EEO Designation</b>  2	<b>FLSA Status</b>  Non-Exempt	<b>Shift</b>		
<b>BCI Sensitive</b> (attach comments if so)		<b>Working Level</b> ___ Entry level __ <u>X</u> Working level ___ Lead/Senior level __ Supervisor level ___ Executive level ___ Manager level		<b>Training Required</b>		<b>Education/Degree</b>	<b>Certification/Licensure</b>
<b>Safety Sensitive</b>		<b>COMMENTS</b>				<b>YES</b>	<b>NO</b>
<p>The following criteria apply in determining whether a position is designated as Asafety sensitive @and is subject to ongoing or random drug testing as a condition of employment.</p> <p>1. _____ Position may require a Commercial Drivers License (CDL).</p> <p>2. _____ Position requires P.O.S.T. certification.</p> <p>3. _____ Position subject to drug and alcohol testing under Omnibus Transportation Employee Testing Act of 1991.</p> <p>4. _____ Position involved in work that directly impacts the safety or welfare of the general public (i.e.</p>		<p>1. _____ Position may requ ire a valid drivers license and use of personal vehicle.</p>		<b>Response Time required</b>			
				<b>On Call</b>			
				<b>Travel Required</b>			
				<b>Drivers License Required Operators License CDL</b>			
				<b>Citizenship Required</b>			



<div>law enforcement, snow removal, highway maintenance).</div> <div>5. _____ Position involved in work requiring access to controlled substances.</div> <div>6. _____ Position requires employee to carry or have access to firearms or class a explosives.</div> <div>If any of the above items are checked then the position is safety sensitive and subject to drug testing.</div>		<div>Minimum Age Required</div>		
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# STATE OF UTAH

## JOB ANALYSIS QUESTIONNAIRE

Information provided will be used to classify your job and/or develop performance standards -please be complete.

What is the primary purpose of this position?

Guide and coordinate the delivery of a broad range of workforce services to employers, job seekers, and other customers. Act as a liaison between DWS, the business community, and the public providing personalized services. Exhibit professional behavior and provide exceptional customer service.

Describe in detail the major functions of the position. List functions in order of importance and indicate the time percentage spent on each. Describe the position in terms of what you "do" rather than "what gets done." Be sure to cite statutory responsibilities, if any.

DUTY NO.	% OF TIME	DUTY	Duty is Essential/Marginal	Knowledge, Skills, Abilities, and other job requirements
1		Use professional skills to assess specific needs of DWS customers and services to be delivered. Promote continued process improvement and exceptional customer service.		<u>Knowledge:</u> Knowledge of all DWS program and a working knowledge of labor market information, including labor laws and practices
2		Contact employers to inform them of and promote all services and programs available through DWS. Provide customized information such as wage, demographic and other labor market information.		<u>Skills:</u> Excellent presentation skills
3		Assist employers in recruitment. Organize local job fairs. Coordinate and promote recruitment and advertisement materials. Spearhead public relations for recruitment activities.		Effective oral and written communication skills
4		Foster active partnerships and economic development with community, civic organizations, and area chambers of commerce.		Computer skills
5		Plan and organize employer visits with placement staff. Enter contacts into system and ensure plan of service goals are being met. Ensure quality visits are made. Inform staff of new employers coming into area.		<u>Ability:</u> Ability to pay attention to detail
6		May coordinate and develop training for staff.		<u>Five essential employment behaviors:</u> Ability to conform to Workforce Services policies including attendance, absences and evaluations
7		Facilitate a resolution for employment related inquiries or issues.		Attendance must be adequate to acceptably perform listed job duties
8		Provide resource and referral information regarding economic		Ability to accept supervision
				Ability to work and interact with peers, team members, and others in accomplishing agency goals and objectives

9		<p>development to the employer community. Act as local area coordinator to the employer advisory panel.</p> <p>Other duties as assigned.</p>	<p>Ability to work effectively with customers and others in a friendly, cooperative and professional manner</p> <p>Ability to deal with and handle crises and stressful situations</p>
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(USE EXTRA SHEETS IF NECESSARY)

<p>Which function is the most complex, or difficult to perform and why?</p>
<p>What guidelines (e.g., manuals, established policies and procedures, traditional practices, etc.) are available to aid you in your job and what judgment is needed to apply them?</p>
<p>Describe the projects, assignments, programs, etc. for which you are accountable.</p>
<p>Indicate the decisions you have the authority to make on your own in performing your job.</p>
<p>Describe how your work product affects the work of other individuals both internal and external to your organization.</p>
<p>Describe the type of instructions you receive from your supervisor. Please cover the following areas: do you receive specific or general instructions from your supervisor? are your job assignments prioritized by you or your supervisor? how closely and how often is your work reviewed?</p>

Indicate the type and size of the total work force you lead, supervise, manage, or direct, (include non-state employees, such as inmates, patients, volunteers, National Guardsmen, etc.).

Of the work force you supervise, indicate the positions you directly supervise and evaluate through a performance appraisal.

Describe your budget responsibilities. Indicate your authority for budget decisions and the size of the budget for which you have responsibility.

Identify the individuals with whom you have frequent, recurring work contacts and the purpose of the contact.

Contact

Purpose

Describe the general physical demands and working conditions of your job (e.g., normal office conditions, regular travel - amount, continuous walking/standing, regular lifting - amount, uncor adverse conditions, occupational hazards).

Which Knowledge, Skills or Abilities are the most important or necessary for the performance of this position

Did the employee describe the job correctly and completely?

(TO BE COMPLETED BY THE SUPERVISOR)

<p><b>Please comment on the employees statements.</b></p>
<p><b>Employee Signature</b></p>
<p><b>Supervisor Signature</b></p>
<p><b>Analyst Signature</b></p>

**PHYSICAL REQUIREMENTS ANALYSIS:**

See "Instructions for Completing the Job Analysis Questionnaire" for instructions. Item A, "Physical Requirements Classification" is required for all positions. Item B is required for all positions which are not classified as "sedentary/light duty". Item B. below may also be used as a comprehensive Physical Requirements Analysis in the event of a request for reasonable accommodation by an applicant or current employee who declares a disability.

**A. PHYSICAL REQUIREMENTS CLASSIFICATION:**

Check one:

☒ **X** Sedentary/light duty\*      ☐ Moderate physical requirements      ☐ Strenuous Physical requirements

**B. DETAILED PHYSICAL REQUIREMENTS ANALYSIS:**

This section must be completed for positions classified as "moderate" or "strenuous" in Item A. For correct codes, see Department of Human Resource Management, Job Analysis Questionnaire Instructions, Page 5, Step 7.

**Machines or Tools used:**

**Vehicles or equipment driven:**

**Endurance (hours at one time)**

sit      \_\_\_\_\_  
stand      \_\_\_\_\_  
walk      \_\_\_\_\_  
drive      \_\_\_\_\_

**Total Hours Per Shift**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

<b><u>Physical Requirement</u></b>	<b><u>Task Number(s)</u></b>	<b><u>Frequency (see codes)</u></b>	<b><u>Physical Requirement</u></b>	<b><u>Task Number(s)</u></b>	<b><u>Frequency (see</u></b>
<b><u>codes)</u></b>					

___ lift ___ lb.	_____	_____	_____
___ carry ___ lb.	_____	_____	_____
___ talk/hear	_____	_____	_____
___ push	_____	_____	_____
___ see	_____	_____	_____
___ climb	_____	_____	_____
___ pull	_____	_____	_____
___ bend	_____	_____	_____
___ stoop or kneel	_____	_____	_____
___ twist or twist & lift	_____	_____	_____
___ crawl	_____	_____	_____
___ use foot controls	_____	_____	_____
___ eye-hand coordination	_____	_____	_____
___ balance	_____	_____	_____
___ reach/shoulder	_____	_____	_____
___ repeated use of arms	_____	_____	_____
___ repeated use of wrist and/or hands	_____	_____	_____

___ repeated use-fingers	_____	_____
___ grasp	_____	_____
___ finger dexterity	_____	_____
___ eye-foot coordination	_____	_____
___ walk on either level or uneven surface	_____	_____
___ driving on rough terrain	_____	_____
___ other:	_____	_____

Comments:

**Attachment E**  
**Incumbent Positions Requiring Certification**

<b>Workforce Service Specialist I</b>	<b>267 people</b>
<b>Workforce Services Specialist II</b>	<b>737 people</b>
<b>Lead Workforce Services Specialist</b>	<b>107</b>
<b>Workforce Services Supervisors</b>	<b>91</b>

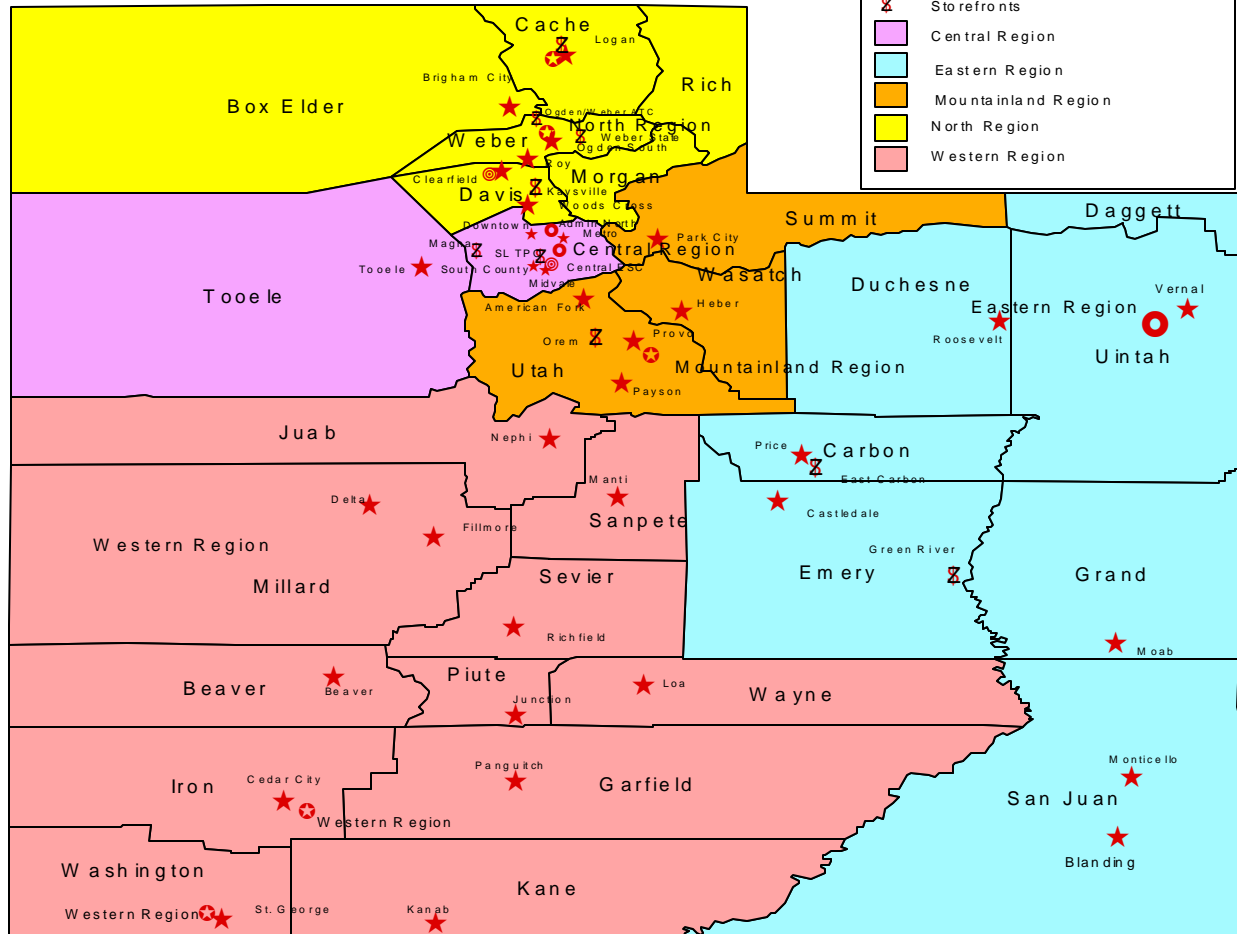
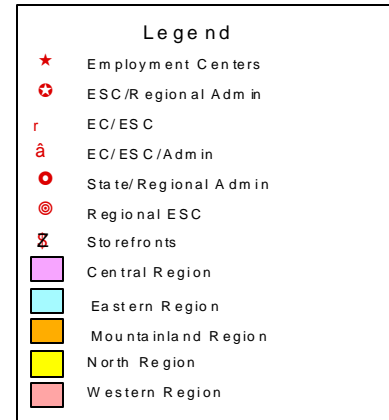
**ATTACHMENT F**  
**MAP OF FACILITIES**



# Utah Department of Workforce Services Facilities



October 1, 2001



**ATTACHMENT G  
DEPARTMENT WORKFORCE SERVICE  
INITIAL VISION  
OF  
THE “ENTERPRISE” CAREER MANAGEMENT SYSTEM**

**Draft White Paper for  
Phase One of the DWS Career Management System:  
Training and Certification Module  
DWS – SDS  
September 18, 2003**

## **INTRODUCTION**

The Department of Workforce Services currently delivers various training, professional development, and performance management programs to its employees with the goal of building and improving worker's skills, knowledge and abilities. Although these delivery systems meet our basic needs, they must evolve into an integrated and comprehensive system—an "Enterprise" Career Management System (CMS)—that supports the measurement of competencies, the delivery of training, and the opportunity for career development. The CMS must also support the department's business goals, customer needs, and continuous improvement. The following outline defines the department's vision for accomplishing two of these goals, training and certification. Additionally, this paper will define how the components of a Training and Certification Module will need to be integrated into the Career Management System so employees can quickly and efficiently receive training necessary for successful performance of their duties, certify that they have mastered key competencies (i.e., skills and knowledge), are able to successfully apply their skills and knowledge, and determine if a skill and/or knowledge gap exists by analyzing their level of skill and abilities at any point of time. Furthermore, the system will support an overall organizational initiative to more closely align independent systems and processes, and provide employees information and opportunities to prepare for future positions.

## **PROJECT SCOPE**

The Career Management System is designed to integrate and link key processes and training delivery systems into four modules:

- (1) **Certification Testing** (*Certification Module – Attachment 1*),
- (2) **Performance Management and Employee Assessment Processes** (*Employee Assessment and Gap Analysis Module – Attachment 2*)
- (3) **Hiring, Career Development, and Succession Planning Processes** (*Succession Management Module – Attachment 3*), and
- (4) **Leadership / Management and Skills / Technical Training and Development** (*Training Module – Attachment 4*)



The Training and Certification modules are designed to provide service points for delivering training and certification to DWS Supervisors and line staff in various divisions (e.g., Regions, SDS, and UI) throughout the department.

The optimum solution for the Training and Certification module will be a **Training Needs Analyses Report** researched and written by vendor. Training Needs Analyses Report will be used to develop a DWS' Career Management System that will tie into DWS' Learning Management System currently under development by HR, SDS, and WIT. Additionally, the Training Needs Analyses Report will need to define how Career Management System will compliment other Career Management functions such as Succession Management (including the Departmental performance evaluation domains of "core duties" and "professional development").

Solution(s) will **NOT** include a computer platform for administration or data storage. Instead, content (e.g., questions, response options, scoring keys, etc.) will be developed for use in a standard word processing format (e.g., Microsoft Word), and the Department's information technology division will provide necessary input on the design of the delivery system.

#### **TRAINING CURRICULUM EVALUATION/DEVELOPMENT – OVERVIEW**

Utilizing DWS' "Critical Competencies" for Supervisors (see Training Needs Analysis) to evaluate the Department's existing leadership curriculum for effectiveness and applicability, recommendations for improvement of current training programs are to be developed and delivered to the department. Recommendations may include products designed and produced for DWS or "off-the-shelf" products.

The most important tasks and competencies for Employment, Eligibility, Business and UI Benefits Services supervisory "technical skills" are to be identified and curriculum developed to teach those skills. Additionally, existing job descriptions, performance plans, edit processes, and core curriculum for Workforce Specialists I and II with the working titles of Employment Counselor, Eligibility Specialist, Business Consultant, and UI Claims Specialist are to be researched to identify critical skills sets on which to base certification criteria and core curriculum evaluated to ensure it sufficiently supports the learning of the critical competencies. If segments of the existing core curriculum are found to be not effective or applicable, products designed for improvement of current training programs are to be developed and delivered to the department.

#### **TRAINING CURRICULUM EVALUATION/DEVELOPMENT – FEATURES**

The components of the Training Needs Analysis will be as follows:

1. The most important tasks and competencies will be identified for DWS Supervisors, Lead Workers, and Workforce Specialists I and II with working titles of Employment Counselor, Eligibility Specialist, Business Consultant, and UI Claims Specialist.

2. The competencies identified through the training needs analysis will help define the certification tests' subject domains, as well as their breadth and importance, guiding respectively the appropriate number of questions and weightings for given competency domains.
3. The vendor will also develop an individual needs analysis based on the positional needs analysis that will allow individuals and supervisors to assess the degree of competency mastery for each individual which may help determine individual training needs before certification testing.
4. The assessment tool should include an identification of systemic weaknesses, individual training needs, and a prioritization of those needs. The following should be considered during the development of the tool:
  - a. Research of existing concepts such as the Core Training Model, Service Delivery Design, and Performance Evaluation Systems
  - b. Research of existing training curriculum including leadership modules
  - c. Research Department's technical requirements and make recommendations for effective administration, scoring, and recording of Certification Testing
  - d. Conduct workplace observations of Department employees
  - e. Conduct interviews with Department employees,
  - f. Develop and capture data from questionnaires for Department employees
  - g. The job analysis portion of the training needs analysis will take advantage of prior job analysis work conducted by DWS on the positions in question.
  - i. Prior job analyses of both employment supervisor and employment counselor positions were conducted in order to build structured interviews for selection into those positions. As such, a list of tasks and competencies were identified for each, as well as identification of the most important competencies.
  - ii. Competencies identified during the Training Retreat and included in the Strategic Training Plan

#### **TRAINING CURRICULUM EVALUATION/DEVELOPMENT – CONSTRAINTS:**

The solution will tie into DWS' overall Career Management System, including the delivery system developed by DWS-WIT. The Training Needs Analyses will also complement other Career Management System functions such as Succession Planning (including the Departmental performance evaluation domains of "core duties" and "professional development").

The solution will **NOT** include a computer platform for administration or data storage. Instead, content will be developed (e.g., questions, response options, scoring keys, etc.) in a standard word processing format (e.g., Microsoft Word). Additionally, descriptions of product design and delivery will be of sufficient detail that the department can implement and maintain the product without ongoing assistance.

#### **CERTIFICATION TESTING DEVELOPMENT – OVERVIEW**

The solution, developed in conjunction with department subject matter experts who will utilize, review and approve proposed certification tests, will provide functional-based tests that measure and certify skill attainment and competency of critical leadership and technical skills of Supervisors and skill sets for Lead Workers, and Workforce Specialists I and II with the working titles of Employment Counselor, Eligibility Specialist, Business Consultant, and UI Claims Specialist.

#### **CERTIFICATION TESTING DEVELOPMENT – FEATURES**

Three components of the Certification Module have been identified for development and delivery.

1. A Certification Testing System that measures the level of competency of DWS Supervisors, Lead Workers, Workforce Specialists I and II, with the working titles of Employment Counselor, Eligibility Specialist, Business Consultant, and UI Claims Specialist must be developed. **(For RFP, include # of incumbents in each title)** The process for implementing the before mentioned system must also be described with sufficient detail so the department may efficiently put the product

into service and maintain the product without ongoing assistance.

2. Develop an updateable and scalable Certification Testing System that assesses the level of skill of each job function listed above and gauges employee progress as well as assesses and documents the need for remediation. The system must also be capable of including specific profiles (i.e., necessary skills) in various domains and will need to include provisions for ensuring perpetual usability.

3. Develop functional-based tests to measure and certify skill attainment and competency of critical leadership and technical skills of Supervisors and skill sets for each of the other job functions.

### **CERTIFICATION TESTING DEVELOPMENT CONSTRAINTS**

Department subject matter experts will be utilized to review and approve developed certification tests.

Pilot testing to ensure appropriateness of content, length, and testing modality will be included in the final product.

Vendor will provide a description of how the development of Certification Testing will proceed and how the following required elements will be incorporated:

1. The DEPARTMENT'S Core Curriculum Training Modules and System
2. Identified skill sets specific to job functions
3. Input from the DEPARTMENT'S subject matter experts
4. Use of professionally accepted testing procedures to ensure validity and reliability; e.g., Item Response Theory and Classic Psychometric Test Theory
5. Procedures to be used to ensure security and confidentiality
6. Professional testing and test development standards such as American Psychological Association (APA), Equal Employment Opportunity Commission (EEOC), American Educational Research Association (AERA), and Society for Industrial and Organizational Psychology (SIOP)
7. Utilization of standard assessment tools, i.e., AICC, SCORM, and Chi Test tracker.
8. Limitless tests and questions to ensure individual responses without outside influence (interactive Web testing)
9. Standardized and objective scoring mechanisms that result in the following profiles:
  - a. Knowledge and skill domains that have been mastered by each examinee using a pass/fail cut score
  - b. Knowledge and skill domains that do not pass certification requirements and require remediation
10. Adhere to guidelines of test development and provide necessary documentation that tests are reliable, fair, valid, and do not result in adverse impact on protected groups

A description of how Certification Testing will be implemented, focusing on the following:

1. Training for staff in the administration of Certification Testing
2. Personnel resources required for administration, tracking, and maintenance
3. Procedures for testing and piloting Certification Testing
4. Automated scoring and tracking methods
5. Limitless tests and testing questions to facilitate test security and prevent practice effects
6. Timeline for developing and administering Needs Analysis and Certification Testing for approximately 1200 employees.
7. How the product will be compliant with standard assessment tools (AICC, SCORM, Chi Test tracker).
8. How employees can access information via RoboInfo's RoboHelp and RoboInfo information delivery systems from product.
9. How vendor will partner with the Department's Information Technology Division to ensure products comply with system specifications defined by DWS WIT representatives.

### **CERTIFICATION TESTING PRODUCT CONSTRAINTS**

Vendor will provide methodology and recommendations for delivery that will be used to ensure testing is conducted in a secure and confidential environment.

All system requirements in all modules must be compatible with proposed and existing administration, scoring, tracking, and delivery systems, i.e., Intranet, LMS, TRM, and other systems.

The Department's existing curriculum will be used as the foundation for each Certification Testing Module. If segments of the existing core curriculum are found to be not effective or applicable, products designed for improvement of current training programs are to be developed and delivered to the department.

Define how developed Certification Testing will measure competencies of current employees and ensure new employees possess the level of mastery required to successfully pass their probationary period or, for Supervisors, within one year of becoming a Supervisor.

Certification process must test not only an individual's level of knowledge, but also their ability to apply that knowledge.

Provide information on how feedback from employees and/or Information Technology staff will be used to modify testing content or modality after a pilot of the testing has been completed and how modification will be implemented.

The Training and Certification Testing products will need to complement other Career Management System functions such as Needs Assessment and Succession Management (including the Departmental performance evaluation domains of "core duties" and "professional development").

## **CONCLUSIONS**

The best solution for the department's mission to increase overall effectiveness and efficiency of its internal training delivery systems, succession planning, needs assessment and certification program is an integrated "One Enterprise" Career Management System (CMS).

The Career Management System's Succession Management Module (currently being developed within the Learning Management System) will support two critical processes: 1) an effective and efficient succession management tool for management and employees; and 2) an efficient delivery method for career development so employees can identify courses for training and skill enhancement. The Succession Management Module's first process provides two closely related services—identifying pools of potential candidates for key positions based on criteria identified by the position manager, and position/location preferences provided by the employee. The module's second process will provide employees a tool to quickly identify the skills, knowledge, abilities, experience and education needed to obtain senior level (i.e., leads and higher) positions within the department.

The Career Management System's Training Module (also currently being developed within the Learning Management System) will support the department's ongoing efforts to provide an effective and efficient tool for delivering courses for training and skill enhancement to employees. The module will also integrate courses developed by SDS, HR and outside vendors so a maximum number of training and skill enhancement opportunities will be available to all employees.

The Career Management System's Employee Assessment and Gap Analysis and Certification Modules will need to support the two before mentioned modules by providing: 1) an effective and efficient method for employees to determine if a skill and/or knowledge gap exists by analyzing an employee's level of skill and ability at any point of time; and 2) an effective and efficient method for identifying employees who have (and have not) mastered key competencies, who are able to successfully apply their skills and knowledge when performing their duties.

Once fully implemented, all four modules within the Career Management System must seamlessly work together with delivery systems identified by DWS IT Division so the department can provide training, career development, needs assessment, and skill/knowledge/ability certification without securing additional resources. Additionally, the Career Management System must enable employees to search for future positions

and identify any gaps and remedies that may exist in their current levels of knowledge, skills, abilities, education and experience.

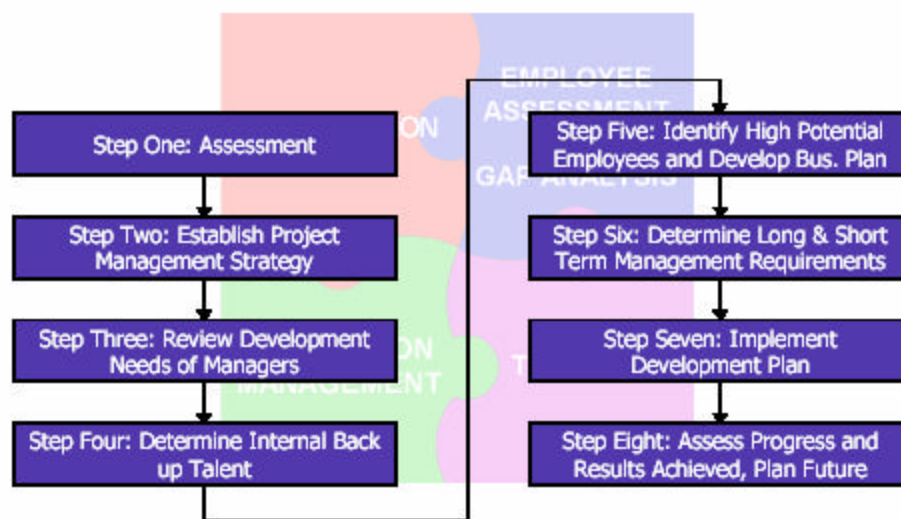


## Succession Planning Process





# Succession Planning Process





# Division Needs



## Division Needs

- GOPB Matters
- Control operations spending
- Systemize quarterly revenue forecasting
- Cash flow/repatriation policy
- Grow Institutional Ownership
- Drive revenue
- Closer ties to GOPB's finance team
- Customer/Advocate accountability
- "Short pay" process improvement
- Numerous IT/finance projects pending
- Implement FSR
- Key Metrics for Finance
- Key Metrics for Department
- P.O. process improvement

## Plans to Resolve Needs

- Complete discussions by end of Q3
- Team with Regions-Smart Spending
- Implement regular short term rolling forecast
- Develop quarterly cash flow projections
- Develop extended one-on-one meeting program for buy side
- Grow extended services; team with Service Delivery
- Once a month calls on a regular basis
- Develop manual interim step; then automate
- Fix old problems; control upfront
- Need dedicated IT resources
- As soon as GOPB discussions finalized
- Marci/Dan to pull together
- Team with Regions and HR
- Part of Indirect Spend Initiative



# Strategic Plans and Opportunities



## Opportunities

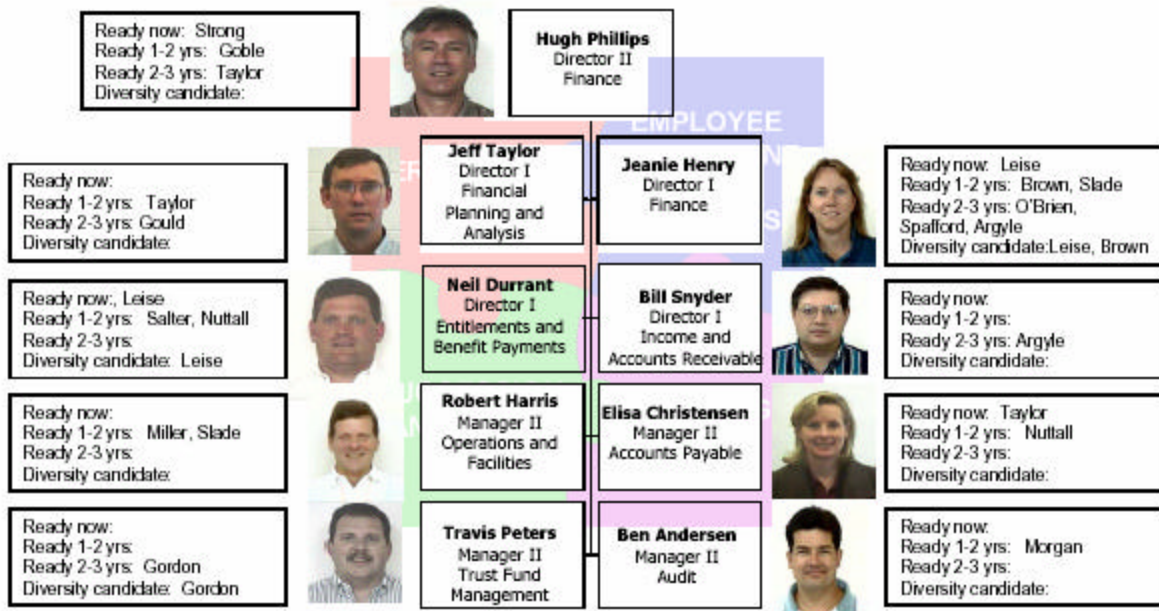
## Strategic Plans

Continue efforts to improve customer service for job seekers, employers and employees.	CERTIFICATION	<ul style="list-style-type: none"> <li>➤ Develop tool to measure ongoing satisfaction incorporating statistical validity and drilling down to EC level.</li> <li>➤ Measure individual and team performance based on ratio of customer complaints compared to workload.</li> <li>➤ Reduce workload, improve communication and increase pay.</li> </ul>
Increase quality and efficiency.	SUCCESSION MANAGEMENT	<ul style="list-style-type: none"> <li>➤ Establish benchmarks and performance goals in all key areas of accountability.</li> <li>➤ Universally embrace Quest for Performance.</li> <li>➤ Simplify by analyzing activity, policy, procedures and processes.</li> <li>➤ Technology.</li> </ul>
Improve training and development.	TRAINING	<ul style="list-style-type: none"> <li>➤ Begin needs assessment and document.</li> <li>➤ Apply assessment based training.</li> <li>➤ Insure all new employees receive core training within one year of hire.</li> </ul>
Build on efforts to enhance community activity and outcomes.		<ul style="list-style-type: none"> <li>➤ Improve communication with advocacy groups.</li> <li>➤ Improve communication with governmental partners.</li> <li>➤ Work closely with Marketing and Public Relations groups when dealing with media.</li> </ul>



# Depth Chart

## Finance Division

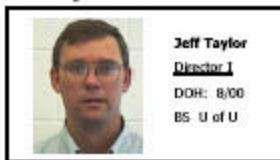




# Depth Chart Profiles for Hugh Phillips Director II – Finance



## Ready Now



**Jeff Taylor**  
Director I  
DOH: 8/00  
BS U of U

- Accomplishments analysis for
- Career aspirations
- Background
- Interpersonal skills
- Areas of development

Interim Finance Director, DWS 6/98-9/98, Led financial restructuring reducing op expenses over \$1 M  
Director of Finance  
18 years exp in public acctg, significant public reporting exp, CPA with extensive controllership exp  
Good manager, Effective teambuilder  
Strategic business involvement, Business structure exp

## Ready 1-2 years



**Robert Harris**  
Manager II  
DOH: 7/98  
BS Oklahoma St

- Accomplishments
- Career aspirations
- Background
- Interpersonal skills
- Areas of development

Renegotiated facilities contract for just under \$30 M, Improved facilities acquisition process  
Be a significant player in DWS  
Held a variety of Finance jobs moving up to leader of a \$3 M co, In charge of a \$1.5B compancy, Pres. of new technology start-up for 4½ years.  
Excellent communicator, Good listener  
Gain a better understanding of technology

## Ready 2-3 years



**Neil Durrant**  
Director I  
DOH: 9/99  
MA U of Washington

- Accomplishments
- Career aspirations
- Background
- Interpersonal skills
- Areas of development

Financial lead for all benefit and entitlement teams that provide all financial analysis & support to executive mgt  
Increasing finance responsibilities, trust fund management.  
11 years exp in Finance roles of increasing responsibility, Worked for a US mfg co and was responsible for consolidation of financial & marketing support, M&A  
Effective within cross-functional grps & advocates  
Additional pricing theory and application training

# Depth Chart Profiles for Jeff Taylor Planning and Analysis



## Ready 1-2 years



- Accomplishments Financial lead for all benefit and entitlement teams that provide all financial analysis & support to executive mgt
- Career aspirations Increasing finance responsibilities, trust fund management
- Background 11 years exp in Finance roles of increasing responsibility, Worked for a US mfg co and was responsible for consolidation of financial & marketing support, M&A
- Interpersonal skills Effective within cross-functional grps & advocates
- Areas of development Additional pricing theory and application training

## Ready 2-3 years



- Accomplishments Facilitated Team WW and reviewed planning processes, including budgeting and forecasting
- Career aspirations Finance Director; Continue to strengthen finance teams; Short-term IT assignment
- Background Diverse exposure to majority of Finance function; including Cost Acctg, FA, Audit, PM, and Automation
- Interpersonal skills Open communicator, Strong leadership capabilities
- Areas of development CFM, More visionary/strategic exposure, Explore team building opportunities within Finance



# Depth Chart Profiles for Jeanie Henry Director I – Finance



## Ready Now



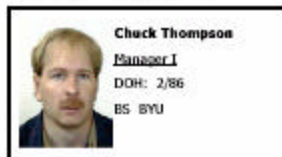
- Accomplishments Developing processes to control spending and the accounting for benefit programs, CPA, CMA
- Career aspirations Upper management in finance
- Background 10 years with major marketer of consumer products in a variety of financial and sales roles
- Interpersonal skills Forthright, An ability to balance between politics and Finance
- Areas of development Operations Finance

## Ready 1-2 years



- Accomplishments CPA, Quest Certification
- Career aspirations Finance Director
- Background Extensive public accounting, worked for Department of Health and State Tax Commission
- Interpersonal skills Effective communicator, good listener, objective, & open
- Areas of development Exposure to and knowledge of federal reporting, Continue to stay abreast of on-going regulation changes

## Ready 2-3 years



- Accomplishments Created & led inventory integrity team & improvements, Finance lead 4 new systems improvements
- Career aspirations Assistant Finance Director & possible cross-functional experience
- Background 15 years state experience; including Cost Management, Inventory, and Planning
- Interpersonal skills Effective, Honest, Open, Confident
- Areas of development Further strengthen leadership skills, including delegation

# Depth Chart Profiles for Bill Snyder Income and Accounts Receivable



## Ready 1-2 years



- Accomplishments Established & oversaw the quarterly contributions reports, Helped establish UI tax compliance ops
- Career aspirations Continue knowledge/understanding of UI tax laws
- Background 10 years DWS experience; including mgt of Federal & State UI tax compliance. In-depth understanding of accounting for UI taxes
- Interpersonal skills Effective communicator, facilitator & mentor. Innovative yet practical
- Areas of development Tax planning & structure, further understanding of other benefit programs, improved leadership



CMS - Attachment 3 • September 2003 • Slide 14

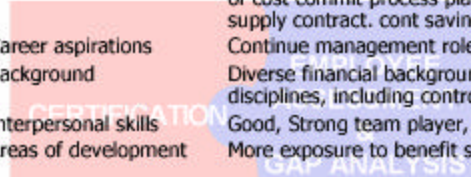
# Depth Chart Profiles for Robert Harris Operations and Facilities



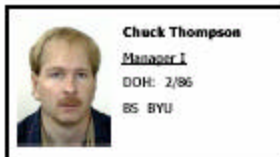
## Ready 1-2 years



- Accomplishments Developed detailed cost reporting structure, Integration of cost commit process plan, Negotiated new 3<sup>rd</sup> party supply contract. cont saving excess of \$1M over 5 years.
- Career aspirations Continue management role within finance or operations
- Background Diverse financial background in nearly all financial disciplines, including controllership and audit
- Interpersonal skills Good, Strong team player, Striving to be more assertive
- Areas of development More exposure to benefit side and programs.



## Ready 1-2 years



- Accomplishments Created & led inventory integrity team & improvements, Finance lead 4 new systems improvements
- Career aspirations Assistant Finance Director & possible cross-functional experience
- Background 15 years state experience; including Cost Management, Inventory, and Planning
- Interpersonal skills Effective, Honest, Open, Confident
- Areas of development Further strengthen leadership skills, including delegation



CMS - Attachment 3 • September 2003 • Slide 15

# Depth Chart Profiles for Elisa Christensen Accounts Payable



## Ready Now



- Accomplishments Designed and implemented a data and voice communications revenue management system.
- Career aspirations Gain more experience in ops and finance or pursue public management, knowledge of public management
- Background 8 years Finance experience, including analysis, reporting, accounting, forecasting, AP, and cost control
- Interpersonal skills Good, Communicates well with all levels, Team player
- Areas of development Additional cost management strategy understanding and training, Presentation skills to upper mgt.

SUCCESSION  
MANAGEMENT

TRAINING

# Depth Chart Profiles for Travis Peters Trust Fund Management



## Ready 2-3 years



- Accomplishments Continually exceed goals set in the department, redefined relationships with internal customers, Combined three separate trust fund processes
- Career aspirations More exposure; Additional responsibilities in Finance upon education completion
- Background 23 years accounting experience, Acctg. Mgr, and Collections
- Interpersonal skills Reacts well to needs of others, Cooperative, Responsive, Flexible
- Areas of development Exposure to and development in Finance and greater understanding of public accounting

SUCCESSION  
MANAGEMENT

TRAINING

# Depth Chart Profiles for Ben Andersen Audit



## Ready 1-2 years



- Accomplishments CFF, CIA, CPA (Illinois, Utah), CPIM, MBA
- Career aspirations Finance Director
- Background Extensive background in Finance and Internal Audit, Developed standard cost accounting systems
- Interpersonal skills Excellent interpersonal skills, High work ethic, Leads by example
- Areas of development More exposure to and experience in public administration and department's executive team.





# Depth Chart Profiles for Rob Crawley

## Benefit Payments - Director I



**Ready 2-3 years**



- Accomplishments Member of Central Region Management team; DWS exp. in Finance, Benefit Services, and UI
- Career aspirations Develop a solid finance foundation allowing more focus on public accounting issues, Continue to be challenged
- Background Professional experience in both state and federal programs, integral in defining & implementing SAP for Central Region
- Interpersonal skills Good interpersonal skills, Continuing to improve
- Areas of development Continue to improve people management skills, retention plans, motivation and development of employees, Achieve CPM

CERTIFICATION  
SUCCESSION  
MANAGEMENT

TRAINING

# Depth Chart Profiles for John Leong

## Operations – Manager II



**Ready 2-3 years**



**Quang Tran**  
**Manager I**  
 DOB: 7/97  
 BS Utah State Univ

- Accomplishments Successfully secured approval from GOPM to establish new process for hardware purchases, submits annual application to USDOL for operations grant
- Career aspirations Excel in finance and accounting, build a capable finance team that can deliver and achieve goals set by the department
- Background Has held a wide variety of positions including auditor, financial accountant, accounting mgr, project coordinator, and finance mgr.
- Interpersonal skills Approachable, Direct, Effective communicator at all levels, Proactive, Open, Easy to work with
- Areas of development More exposure and training in finance and trust fund management

SUCCESSION  
MANAGEMENT

TRAINING

# Depth Chart Profiles for K.S. Wong

## Entitlements – Director II



### Ready 1-2 years



- Accomplishments Set up accounting & inventory mgt processes within AP in line with state policies, mitigated legislative audit findings from 1999, reducing penalties from federal government
- Career aspirations Upper level management within Finance division
- Background 16+ years financial experience including Financial Controller, Sr Mgr. - Cost & Planning, and Auditor
- Interpersonal skills
- Areas of development AR and IT applications







# Leadership Competencies



## **Results Oriented**

- Establishes strategic and operational outcomes to achieve desired results
- Applies strategies that have a specific impact on the organization
- Applies extra effort to achieve results
- Has a sense of urgency in getting things accomplished

## **Behavior/Conduct**

- Discovers, meets and strives to exceed the needs of internal and external customers
- Treats customers with dignity and respect
- Sets the standard for courteous and respectful conduct to employees
- Consistently works to meet and exceed the needs of employees and customers

## **Job Knowledge/Quality Orientation**

- Knowledge of, and conversant in, the administration of federal and state programs
- Uses program knowledge to improve services

## **Decision Making**

- Conducts effective analysis by recognizing symptoms, issues, problems and gathering data
- Develops alternatives and considers the pros and cons of those alternatives
- Understands the difference between the urgent and trivial and responds accordingly
- Implements decisions and evaluates the impact of decisions that have been made

## **Innovation**

- Actively encourages new ideas and approaches
- Identifies future trends and opportunities and capitalizes on them
- Appropriately challenges the status quo

## **Maximizing Performance**

- Empowers individuals and teams to use their different talents effectively
- Regularly reviews and evaluates performance toward established goals including operational outcomes

## **Developing Others**

- Hires and promotes talent for the future
- Delegates tasks or projects effectively, then follows through
- Is an effective mentor, coach, and developer of people
- Engages in necessary discussions, even when feelings may be hurt

## **Communication**

- Communicates effectively in spoken and written form
- Communicates in a way that encourages openness and honesty
- Addresses correct issues, involving the appropriate people

## **Integrity**

- Provides consistent messages in both public and private settings
- Models a high level of personal conduct and ethics
- Creates a culture where ethical conduct becomes the norm

## **Candor/Interpersonal Credibility**

- Provides direct honest, and tactful input and feedback
- Shows appreciation for honest feedback
- Accepts concerns without being offended or defensive

## **Teamwork**

- Openly and effectively shares information and ideas to achieve results
- Contributes constructively to the team decision-making process
- Values diverse positions which represent different styles and approaches

## **Meeting Leadership**

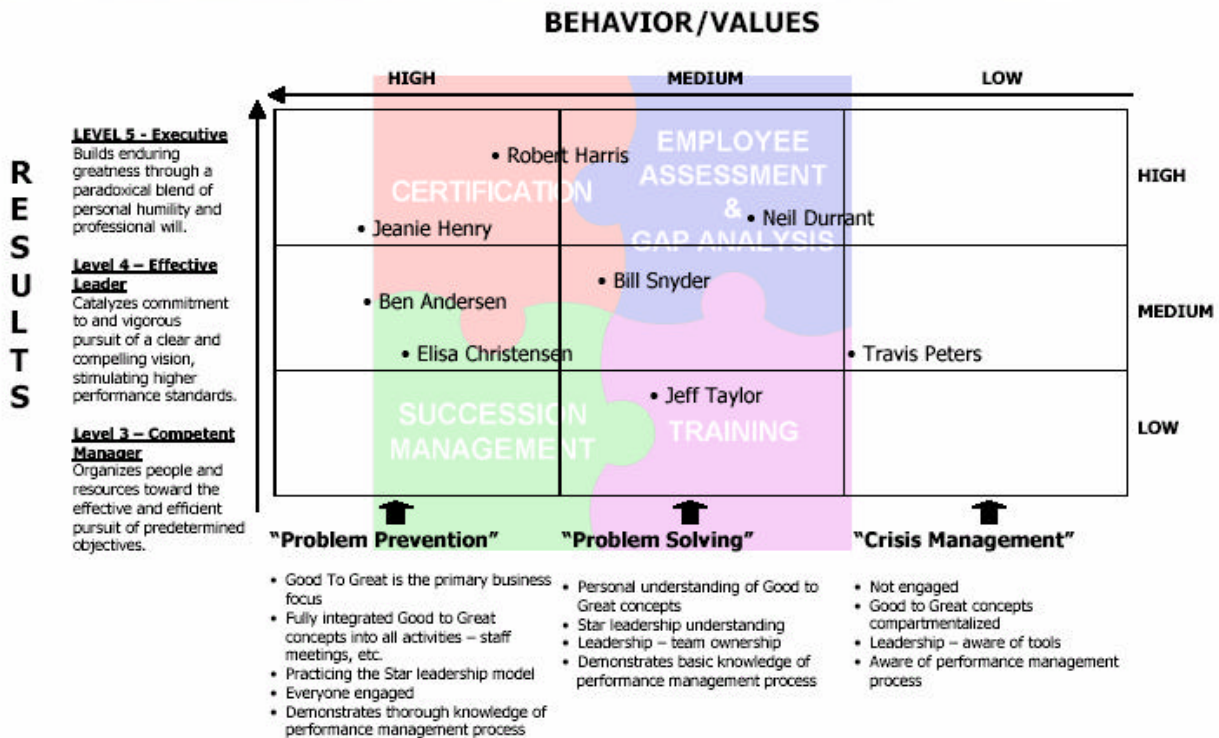
- Prepares well for meetings, has a well planned agenda
- Keeps meetings focused
- Closes meetings with a summary and accountability for action
- Is open and approachable for problem solving or venting while meeting

## **Negotiation**

- Identifies and explores all parties' interests, agreements, and disagreements
- Seeks collaboration and appropriate compromise
- Keeps arguments issue-oriented, not person-oriented

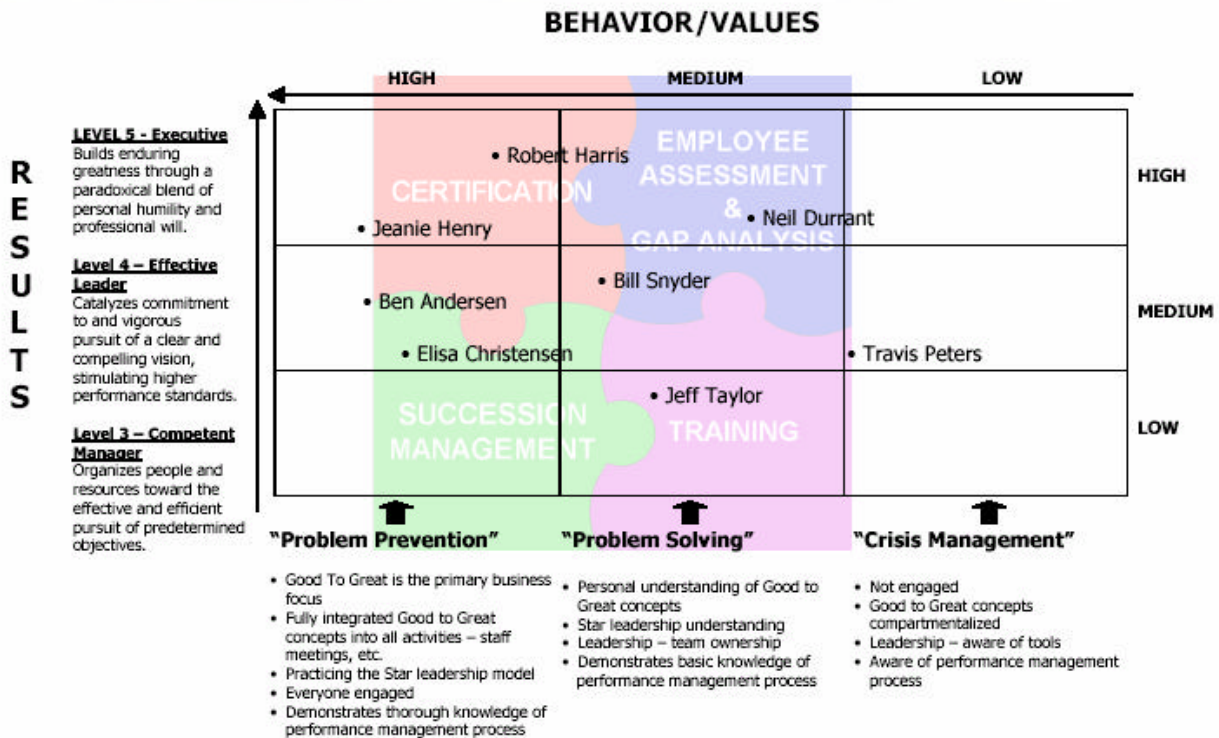
# Performance/Potential Assessment

## Finance Division – Hugh Phillips



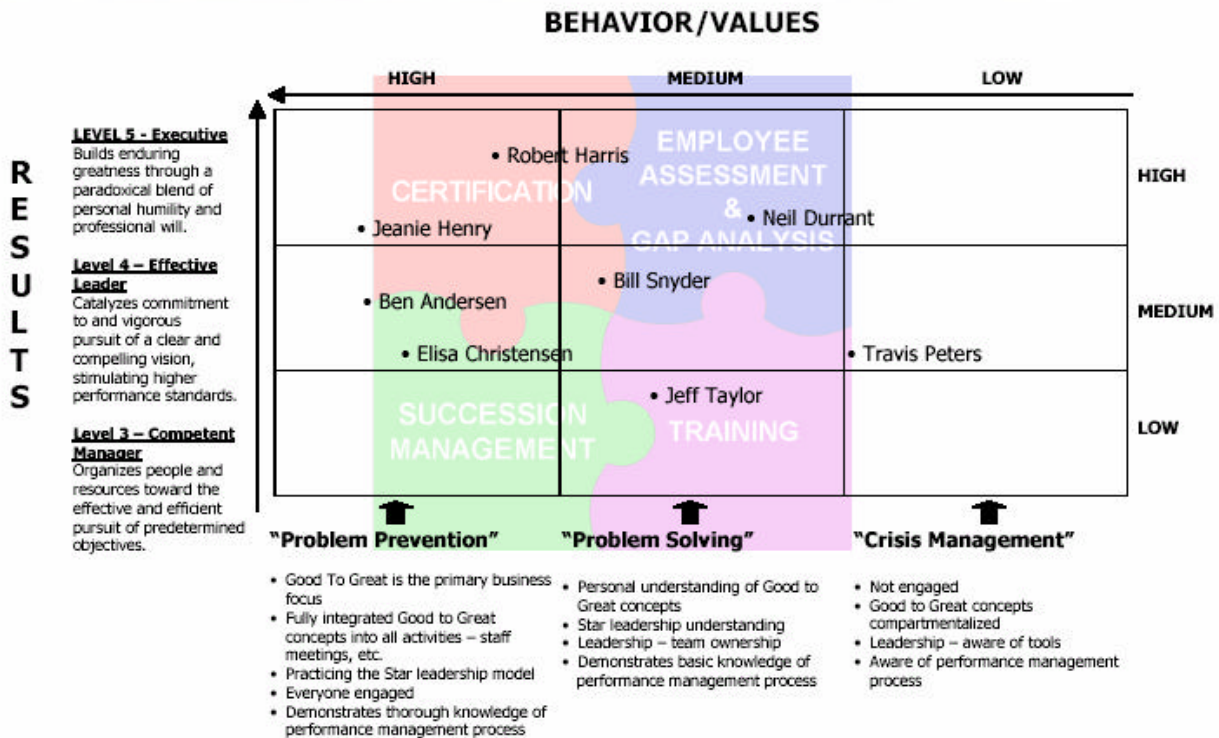
# Performance/Potential Assessment

## Finance Division – Hugh Phillips



# Performance/Potential Assessment

## Finance Division – Hugh Phillips



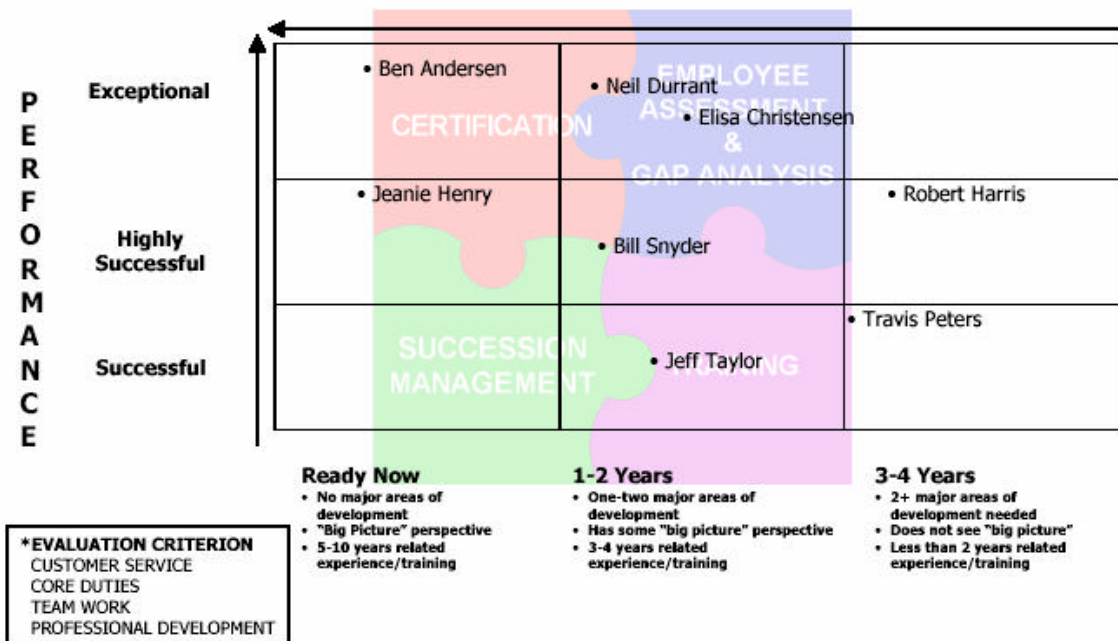


# Performance/Potential Assessment

## Finance Division – Hugh Phillips



### PROMOTION POTENTIAL

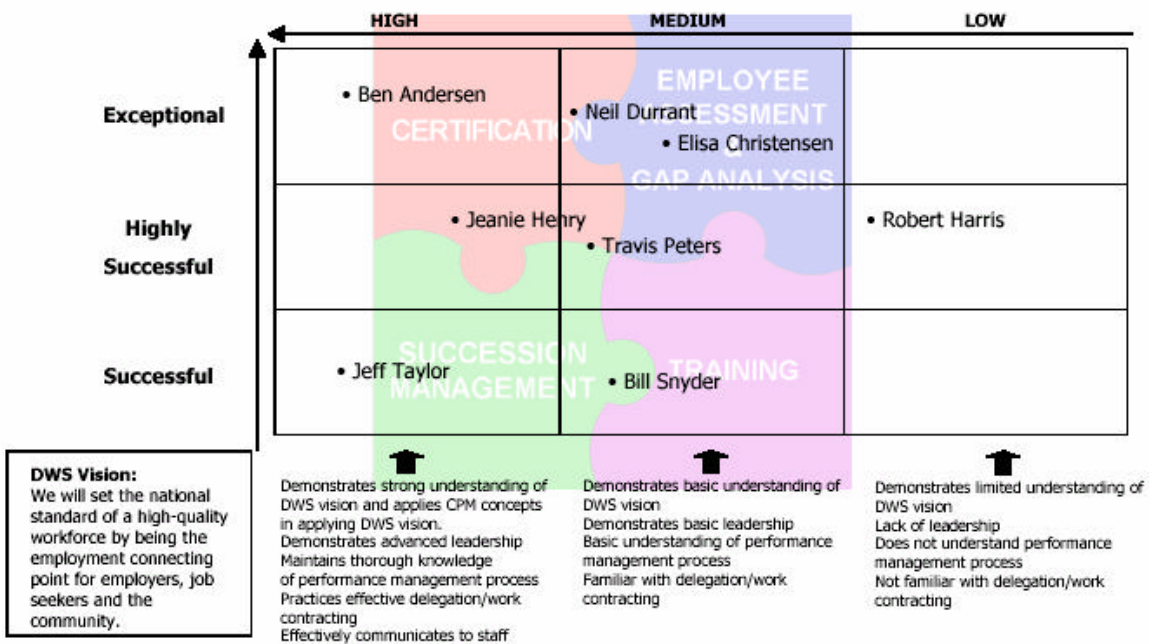


# Performance/Potential Assessment

## Finance Division – Hugh Phillips



### CERTIFIED PUBLIC MANAGER



# Performance/Potential Assessment

## Finance Division – Hugh Phillips



### Quest Resources Added

Category	Certified		
	2000	2001	2002
<b>Level 1</b>		<b>2</b>	<b>22</b>
Totals		<b>2</b>	<b>22</b>
% Increase in 2002 _____			

### Developing for Leadership Roles

Formal Career Development  
 Send 4 Managers to Certified Public Manager Training  
 All Supervisors to Attend Quest and Begin Projects

### Accelerating Quest Certification

Regional Certification  
 Division Certification

### Implemented Across Department

Quest and Other Training Completed  
 Finance Training to Other Divisions  
 Finance to Assist Quest Project Certification



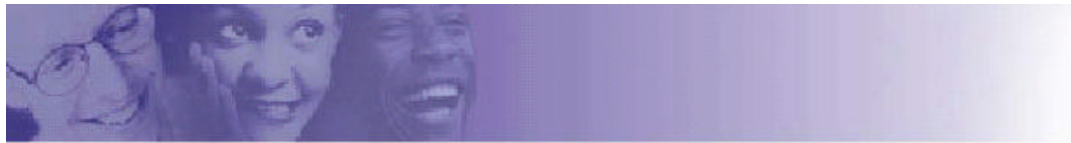
# Performance/Potential Assessment

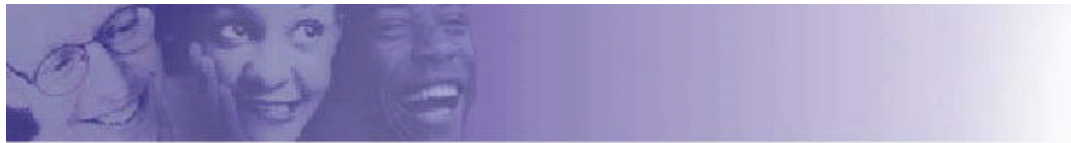
## Finance Division – Hugh Phillips



### Quest/Quality Training

Name	Trained/ Certified	More Training?	Support Area	Comments	Actions
Jeanie Henry Ben Andersen	Trained '00				Training '01
Robert Harris Hugh Phillips Elisa Christensen	Trained '00 Trained '00				Training '01 Training '01
Bill Snyder Jeff Taylor	Certified '99	Y	Tax	Avoid overpayment of benefits	Saved \$1-\$1.5 M/year Training '01
Neil Durrant Travis Peters					Training '01 Training '01
Jon Chettecks Myron Bouwhuis					Training '01 Training '01
JoAnne Green Jason Cooper	Trained '00 Trained '00				Project Completion '01 Project Completion '01





# Succession Planning

## Employee Profile Form



### DEPARTMENT OF WORKFORCE SERVICES SUCCESSION PLANNING Employee Profile

#### EMPLOYEE INFORMATION

Employee Last Name: _____	Employee First Name: _____
Employee ID: _____	Region/Division: _____
Office: _____	Rate of Pay: _____
Supervisor's Last Name: _____	Supervisor's First Name: _____
Current Position: _____	Performance Rating: _____ Year: _____
Current Position Start Date: _____	_____ Year: _____
Service: _____ Years _____ Months	_____ Year: _____

#### EMPLOYMENT HISTORY

DWV/State Positions Held/Dates: _____
Other Positions Held/Dates: _____

#### EDUCATION & SPECIALIZED TRAINING

Education number of years: _____	Highest Degree Held: _____
School Attended: _____ Degree Obtained: _____ Year: _____	
School Attended: _____ Degree Obtained: _____ Year: _____	
School Attended: _____ Degree Obtained: _____ Year: _____	
School Attended: _____ Degree Obtained: _____ Year: _____	
Other relevant training/courses: _____	

# Succession Planning

## Employee Profile Form



### DEPARTMENT OF WORKFORCE SERVICES SUCCESSION PLANNING Employee Profile

#### LICENSES AND/OR CERTIFICATES

#### SKILLS & ACCOMPLISHMENTS

Interpersonal Skills (solid communicator, etc):

Advanced Job/Technical Skills (process improvement, etc):

Notable Accomplishments (project management, etc):

#### LANGUAGE SKILLS

##### Excellent Proficiency

Spanish ☐  
German ☐  
Chinese ☐  
Vietnamese ☐  
Russian ☐  
Croatian ☐  
Other:

##### Fair Proficiency

Spanish ☐  
German ☐  
Chinese ☐  
Vietnamese ☐  
Russian ☐  
Croatian ☐  
Other:

##### Poor Proficiency

Spanish ☐  
German ☐  
Chinese ☐  
Vietnamese ☐  
Russian ☐  
Croatian ☐  
Other:

# Succession Planning Employee Profile Form



## DEPARTMENT OF WORKFORCE SERVICES SUCCESSION PLANNING Employee Profile

**LOCATION PREFERENCES** (Mark All That Apply)

<b>ADMINISTRATION</b>	<b>CENTRAL REGION</b>	<b>MOUNTAINLAND REGION (Continued)</b>
Executive Director's Office <input type="checkbox"/>	Central Region Administration <input type="checkbox"/>	Provo North EC <input type="checkbox"/>
Administrative Services <input type="checkbox"/>	CRESC <input type="checkbox"/>	Spanish Fork EC <input type="checkbox"/>
Finance <input type="checkbox"/>	Downtown EC <input type="checkbox"/>	
Human Resources <input type="checkbox"/>	Midco EC <input type="checkbox"/>	<b>NORTHERN REGION</b>
Internal Audit <input type="checkbox"/>	Midvale EC <input type="checkbox"/>	Northern Region Administration <input type="checkbox"/>
Legal/Arbitration <input type="checkbox"/>	South County EC <input type="checkbox"/>	Brigham EC <input type="checkbox"/>
Office of Child Care <input type="checkbox"/>	Temporary Placement Office <input type="checkbox"/>	Clearfield EC <input type="checkbox"/>
Service Delivery Support/SDS <input type="checkbox"/>	Tooele EC <input type="checkbox"/>	Logan EC <input type="checkbox"/>
Unemployment Insurance <input type="checkbox"/>	West Valley EC <input type="checkbox"/>	Ogden North <input type="checkbox"/>
Workforce Development <input type="checkbox"/>	CRESC <input type="checkbox"/>	Ogden South <input type="checkbox"/>
Workforce Information <input type="checkbox"/>		Ray EC <input type="checkbox"/>
Workforce Information Technology <input type="checkbox"/>		Woodruff EC <input type="checkbox"/>
	<b>EASTERN REGION</b>	<b>WESTERN REGION</b>
	Eastern Region Administration <input type="checkbox"/>	Western Region Administration <input type="checkbox"/>
	Bladensburg/Monticello EC <input type="checkbox"/>	Beaver EC <input type="checkbox"/>
	Castle Lake EC <input type="checkbox"/>	Cedar City EC <input type="checkbox"/>
	Moab EC <input type="checkbox"/>	Delta EC <input type="checkbox"/>
	Prix EC <input type="checkbox"/>	Fillmore EC <input type="checkbox"/>
	Roosevelt EC <input type="checkbox"/>	Junction EC <input type="checkbox"/>
	Vernal EC <input type="checkbox"/>	Kanab EC <input type="checkbox"/>
		Manti EC <input type="checkbox"/>
	<b>MOUNTAINLAND REGION</b>	Nephi EC <input type="checkbox"/>
	Mt. Land Region Administration <input type="checkbox"/>	Panguitch EC <input type="checkbox"/>
	American Fork EC <input type="checkbox"/>	Richtfield EC <input type="checkbox"/>
	Hobart City EC <input type="checkbox"/>	St. George EC <input type="checkbox"/>
	Park City EC <input type="checkbox"/>	
	Provo Eligibility Center <input type="checkbox"/>	

☐ All Locations Within My Current Region/Division Acceptable  
☐ All Locations Acceptable

Page 3 of 4

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# Succession Planning Employee Profile Form

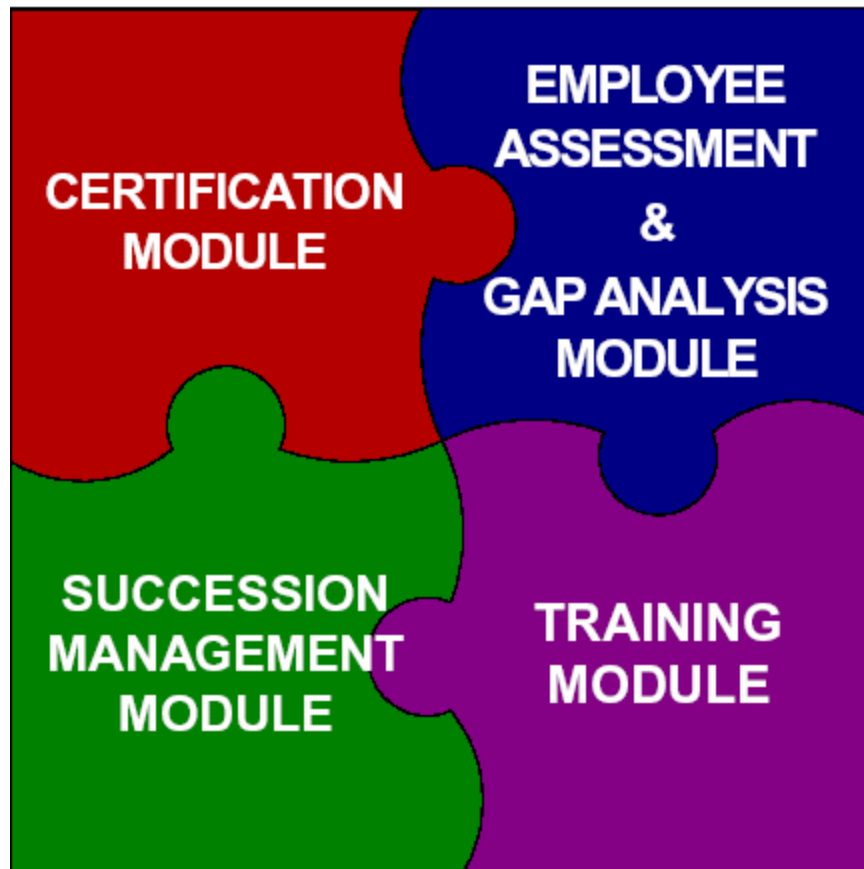


## DEPARTMENT OF WORKFORCE SERVICES SUCCESSION PLANNING Employee Profile

DWS POSITIONS DESIRED (Mark All That Apply)			
<b>EXECUTIVE DIRECTOR OFFICE</b>	<b>IA &amp; Q C (Cont)</b>	<b>SERVICE DELIVERY SUPPORT</b>	<b>WDID - WORKFORCE INFO</b>
Executive Director <input type="checkbox"/>	Quality Control Manager <input type="checkbox"/>	SDS Director <input type="checkbox"/>	WI Director <input type="checkbox"/>
Deputy Director <input type="checkbox"/>	Auditor <input type="checkbox"/>	Assistant SDS Director <input type="checkbox"/>	WI Manager <input type="checkbox"/>
Constituent Services Specialist <input type="checkbox"/>	Equal Opportunity Officer <input type="checkbox"/>	Program Manager <input type="checkbox"/>	MIS Manager <input type="checkbox"/>
Legis & Public Affairs Const. <input type="checkbox"/>	Quality Control Supervisor <input type="checkbox"/>	Program Specialist <input type="checkbox"/>	Systems R & D Manager <input type="checkbox"/>
		Trainer <input type="checkbox"/>	Senior Economist <input type="checkbox"/>
<b>ADMINISTRATIVE SERVICES</b>	<b>LEGAL/ADJUDICATION</b>	<b>UNEMPLOYMENT INSURANCE</b>	<b>WORKFORCE INFO TECHNOLOGY</b>
Admin Services Director <input type="checkbox"/>	Legal Services Director <input type="checkbox"/>	UI Director <input type="checkbox"/>	Technical Writer <input type="checkbox"/>
Facilities Planner <input type="checkbox"/>	ALJ Supervisor <input type="checkbox"/>	Assistant UI Director <input type="checkbox"/>	
General Services Manager <input type="checkbox"/>	Administrative Law Judge <input type="checkbox"/>	UI Chief of Benefits <input type="checkbox"/>	
	Legal Counsel (Attorney) <input type="checkbox"/>	UI Chief of Contributions <input type="checkbox"/>	
<b>FINANCE</b>	<b>OFFICE OF CHILD CARE</b>	Adjudication Manager <input type="checkbox"/>	WIT Director <input type="checkbox"/>
Finance Director <input type="checkbox"/>	Office of Child Care Director <input type="checkbox"/>	Field Audit Manager <input type="checkbox"/>	WIT Manager <input type="checkbox"/>
Finance Manager <input type="checkbox"/>	Program Specialist <input type="checkbox"/>	UICC Manager <input type="checkbox"/>	Data Base Analyst <input type="checkbox"/>
Accountant <input type="checkbox"/>		Adjudication Supervisor <input type="checkbox"/>	Info Analyst Supervisor <input type="checkbox"/>
Contract Analyst <input type="checkbox"/>	<b>REGIONS</b>	Field Audit Supervisor <input type="checkbox"/>	IT Supervisor <input type="checkbox"/>
Purchasing Agent <input type="checkbox"/>	Regional Director <input type="checkbox"/>	UI Specialist Supervisor <input type="checkbox"/>	IT Programmer Analyst <input type="checkbox"/>
	Regional Manager <input type="checkbox"/>	WSS Supervisor <input type="checkbox"/>	IT Analyst III <input type="checkbox"/>
<b>HUMAN RESOURCES</b>	Admin Services Manager <input type="checkbox"/>	Program Specialist <input type="checkbox"/>	LAN III <input type="checkbox"/>
Human Resource Director <input type="checkbox"/>	Regional Prog Serv Manager <input type="checkbox"/>		
Human Resource Specialist <input type="checkbox"/>	Program Specialist <input type="checkbox"/>	<b>WORKFORCE DEV &amp; INFO DIV</b>	<b>ALL REGIONS/DIVISIONS</b>
Human Resource Analyst <input type="checkbox"/>	WSS Supervisor <input type="checkbox"/>	WDID Assist Director <input type="checkbox"/>	Executive Position <input type="checkbox"/>
<b>INTERN AUDIT &amp; QLTY CONTROL</b>	Accountant <input type="checkbox"/>	Bus & Self Direct Serv Dir. <input type="checkbox"/>	Reg/Div Director Position <input type="checkbox"/>
Internal Audit Director <input type="checkbox"/>		Bus Serv Implem Director <input type="checkbox"/>	Reg/Div Manager Position <input type="checkbox"/>
Internal Audit Manager <input type="checkbox"/>		Public Information Officer <input type="checkbox"/>	

# **Career Management System**

Department of Workforce Services



## **Attachment 3: Succession Management Module**

September 2003

Prepared by DWS-Human Resources

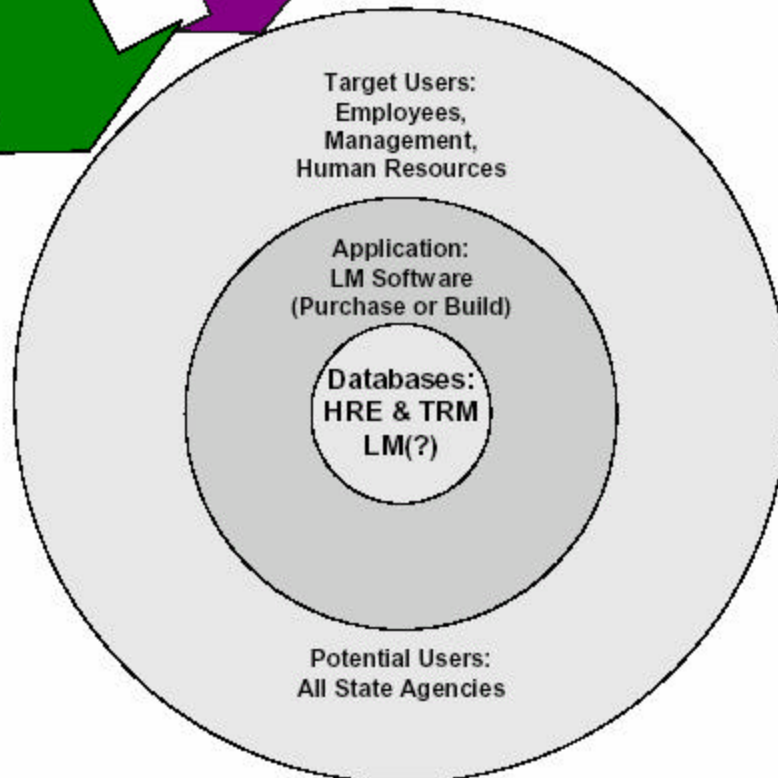




#### **Succession Management Module (SuMM) - Overview:**

SuMM is an integral solution for the proposed Career Management System (CMS). SuMM, currently being developed within the Learning Management System (LMS), is designed to be a synergistic solution for accessing, storing, and mapping career development information for all DWS employees. SuMM will enable low security users to map potential career paths and track their training. High security users will be able to assign training, identify pools of potential applicants for vacant positions, and strategically manage positions within their current division structure. Target users are DWS employees, all DWS management teams, and the DWS Human Resource Division.

Various OTS applications are currently being evaluated for the LM project. If a suitable OTS application cannot be identified, WIT has committed to build an in-house application for LM. Preliminary system design assessments indicate LM project status may be elevated from a multi-division solution to an enterprise solution.

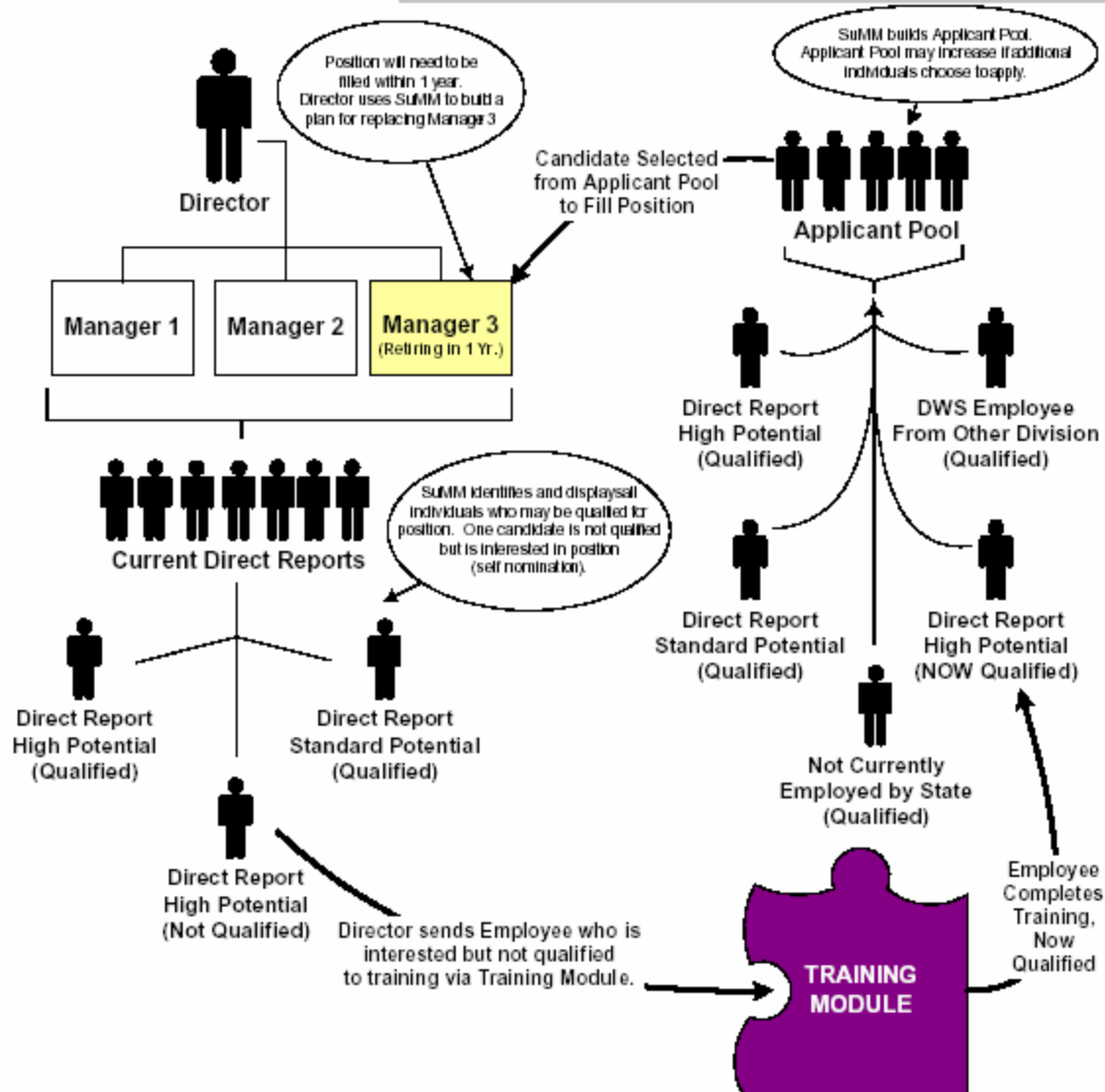


## SUCCESSION MANAGEMENT MODULE (Top-to-Bottom)

### Success Management Process: Top-to-Bottom Approach

Director identifies key position needing to be filled within 1 year. SuMM helps Director identify potential replacements by using qualification criteria either previously built (position driven) or selected by Director from a list (needs driven).

List of potential candidates are provided so Director can see how candidates may fit into position. Potential candidates qualifications and needs (needs are displayed for candidates from within Director's organization only) are also identified so Director can implement training plans if inadequate number of candidates are available. An organizational chart tool helps Director to identify possible domino effects if a potential candidate is moved into position.



## SUCCESSION MANAGEMENT MODULE (Bottom-to-Top)

### Success Management Process: Bottom-to-Top Approach

Employee identifies position(s) of interest by selecting from organization chart s, position title, name of current position holder, or position ID number. SuMM identifies qualification criteria for position(s) and any gaps that employee may have in education, experience, and KSA's.

Lists of department sponsored courses are provided to Employee so a career development path can be developed. Once Employee builds career path( s) education and training pathways are displayed so Employee can begin enrolling in courses immediately. (Employee may only enroll in courses outside of their current position description with supervisor approval. Supervisor will receive notification via GroupWise if employee enrolls in preapproved courses.) Additionally, Employee can identify positions to obtain (or job shadow) so necessary experience can be obtained.

